

Tuesday 26 November 2019, 5.00-7.00pm

Larkfield & Thurnham Room, Hilton Hotel, Bearsted Road, Maidstone, ME14 5AA

AGENDA

	Approx time	Page
1. Welcome, introductions and apologies for absence	5.00	-
2. Declaration of Interests	5.05	-
3. Minutes of previous meeting & matters arising.	5.07	2
<u>Strategy</u>		
4. Kent and Medway Enterprise and Productivity Strategy	5.10	11
<u>Funding & Delivery</u>		
5. Growing Places Fund: Prioritisation discussion	5.40	19 + appendix A (circulated separately)
6. Local Growth Funding: Monitoring Report	6.20	36
7. Medway City of Culture Bid - Presentation	6.30	68
<u>Governance</u>		
8. Vote on KMEP terms of reference and business member recruitment	6.40	78
9. Q&A on SELEP Strategic Board Papers	6.50	114 + SELEP papers to follow once published
10. AOB, including any questions on the ‘for information’ items:	6.55	
A. Kent and Medway HIF bids		116
B. Transport for the South East – Draft Strategy		120 + attachment
C. KMEP and SELEP future meeting dates		121

ITEM 3

Subject: DRAFT MINUTES of the Kent & Medway Economic Partnership (KMEP) meeting held at the Village Hotel, Maidstone on Tuesday 24 September 2019.

Attendees:

KMEP Board Members

Geoff Miles (Maidstone Studios & KMEP Chair)	Jo James (Kent Invicta Chamber of Commerce)
Bob Bayford (Thanet District Council)	Jane March (Tunbridge Wells Borough Council alternate)
Monique Bonney (Swale Borough Council alternate)	David Monk (Folkestone & Hythe District Council)
Paul Carter (Kent County Council)	Jon Regan (Hugh Lowe Farms Ltd & Weald Granary Ltd)
Miranda Chapman (Pillory Barn Creative)	Paul Thomas (Development Land Services Ltd)
Gavin Cleary (Locate in Kent)	Robert Thomas (Canterbury City Council)
Simon Cook (Mid-Kent College)	Prof. Mike Weed (Canterbury Christ Church University alternate)
Martin Cox (Maidstone Borough Council)	Paul Winter (Wire Belt Company Limited)
Howard Doe (Medway Council alternate)	
Richard Finn (Richard Finn Ltd)	
Peter Fleming (Sevenoaks District Council)	
Douglas Horner (Deputy Lieutenant of Kent)	

Observers & Presenters in attendance

Allan Baillie (KCC), Lesley Bennett (IOD), Rachel Bennett (MBC), Kevin Burbidge (GBC), Lee Burchill (KCC), Prof. Mario Caccamo (NIAB EMR), David Candlin (TWBC), Nick Churchill (CCC), Kerry Clarke (KCC), Barbara Cooper (KCC), Neil Darwin (Deyton Bell), Sunny Ee (MC), John Foster (MBC), David Harris (MC), Katharine Harvey (FHDC), Richard Hicks (MC), Johanna Howarth (KCC), Tim Ingleton (DDC), Tracey Kerly (ABC), Rhiannon Mort (SELEP), Andrew Osborne (ABC), David Neill (NIAB EMR), Matthew Norwell (TGKP), Sarah Nurden (KMEP), Mark Raymond (TMBC), Helen Russell (SELEP), David Smith (KCC), Sharon Spicer (SELEP), Simon Thomas (CCC), Emma Wiggins (SBC).

Apologies:

KMEP Board Members

Paul Barrett (Barretts Motor Group), James Beatton (Cripps LLP), John Burden (GBC), Gerry Clarkson (ABC), Sarah Dance (Sarah Dance Associates), Nick Fenton (Hodson Developments & Kent Developers' Group), Nicolas Heslop (TMBC), Jeremy Kite (DBC), Andrew Metcalf (Maxim PR), Keith Morris (DDC), and Jane Ollis (Institute of Directors).

Item 1 – Welcome, introduction and apologies.

- 1.1 Mr Geoff Miles (the KMEP Chairman) welcomed attendees to the meeting and accepted the apologies for absence as listed above.

Item 2 – Declaration of Interests

- 2.1 Prof. Mike Weed declared an interest linked to the Kent and Medway Medical Campus.

Item 3 – Minutes of the previous meeting

- 3.1 The minutes of the previous meeting were accepted as an accurate record.

Item 4 - SELEP's Local Industrial Strategy

- 4.1 Helen Russell and Sharon Spicer (SELEP's Strategy and Intelligence Managers) gave a presentation on the SELEP Local Industrial Strategy (LIS). Their comments included:

- The purpose of the LIS is for Local Enterprise Partnerships to show how they can contribute to the opportunities, challenges and ambitions set out in the national Industrial Strategy. Government expects the document to provide a clear direction of travel, highlighting strengths, priorities and interventions that will have the greatest impact on productivity.
- It will be a jointly-owned document with Government so final sign off will need to be achieved from both Government and SELEP.
- While the LIS will be important in influencing future policy and funding decisions, it currently has no direct link to funding and so is not a bidding document in the way that some previous strategies have been.
- The SELEP LIS will build on the evidence coming through from local strategies such as the Kent & Medway Enterprise & Productivity Strategy.
- An overview of some of the headlines coming out of the first draft of the evidence base was shared in the board paper.
- The SELEP team's next step is to look at the findings from the evidence base, along with the various other strategies that are in place or in development, in order to start to develop some potential propositions for further exploration in our ongoing engagement with partners over the autumn.
- The SELEP team is arranging a series of workshops to take place in October and November, primarily aimed at business but also other stakeholders who may not have had the opportunity to engage through some of these existing forums.
- The SELEP team wish to provide an opportunity for all stakeholders to engage, so made the offer to meet with the Kent and Medway Council Leaders.

- 4.2 The SELEP's Strategy and Intelligence Managers concluded their presentation by asking the KMEP Board Members what are the key strategic issues and opportunities that they feel should be addressed through the LIS?

- 4.3 In response to the presentation, the following comments were made:

- Douglas Horner requested that the evidence base was sense-checked as some of the sector concentrations appeared at odds with local knowledge; for example, Kent does not have a strong sector specialism in mining. He commented on key assets, such as the EDGE

Hub and the Kent and Medway Medical School, which could transform the local economy. He referred to the strategic road infrastructure as a major economic barrier to growth, with both the M2 and M20 not fit for purpose. He requested that the SELEP team considers the opportunities presented by new technology (such as digital communication, artificial intelligence and robotics). He felt that knowledge transfer, research, and the management of supply chains should feature in the LIS, which he hoped would focus strongly on productivity.

- Paul Thomas queried if there is a correlation between poor infrastructure and poor productivity. He commended the work of Transport for the South East (TfSE) and encouraged the SELEP team to consider TfSE's emerging findings.
- Peter Fleming commented on the changing political landscape, with little reference made by the Prime Minister to the National Industrial Strategy. The SELEP team explained that the Government, through their civil servants, continue to express their firm commitment to the production of a LIS for each LEP, and are abiding to the March 2020 deadline for final production.
- Monique Bonney echoed the comments regarding the overstretched road infrastructure, and commented on the poor performance of the M2. She asked the SELEP team to consider the issues of personal mobility, and what could be achieved if individuals were motivated to consider non-car transport options (e.g. electric scooters).
- Martin Cox requested references to the need for the Thameslink train service from Cambridge to Maidstone East via London to be delivered. Also, he commented that the regulation regarding electric scooters needs to be updated to reflect their usage on roads and footpaths.

4.4 The Chairman thanked Sharon Spicer and Helen Russell for their presentation.

Item 5 – SELEP's Coastal Communities Prospectus

5.1 Neil Darwin (of Deyton Bell Consultancy) gave a presentation on the formation of a Coastal Communities Prospectus that was commissioned by SELEP's Coastal Communities sub-group using Sector Support Funding. His comments included:

- The purpose of the Economic Prospectus is to:
 - Review the current economic performance of Coastal Communities and its relative performance against the SELEP area
 - Identify strategic action that will close the gap between the coast's economic performance and the wider region
 - Inform the SELP Local Industrial Strategy, HM Government, and Private Sector Investors by providing a programme of coastal activity and a potential future pipeline of investment priorities.
- Deyton Bell have found the Coastal Communities all have different dynamics, however, collectively the communities have:
 - A population ageing quicker than the UK average
 - Poorer economic performance, based on traditional sectors
 - Productivity 8% behind the SELEP average and 10.9% behind the national average
 - High levels of deprivation
 - Limited major infrastructure investment
 - Lower than regional average performance for education and skills levels
 - Higher incidence of poor health on key indicators
 - Investment in culture and tourism has created a positive impact

- The themes that Deyton Bell have identified include:
 - Ability to deliver large-scale regeneration
 - Need to address the housing conditions
 - Connectivity is key
 - The role of culture to date, and into the future
 - The success of the creative and digital sector
 - The need to attract new residents and visitors
 - Opportunities to develop the maritime sector
 - Coastal ability to generate energy
- The next step for Deyton Bell is to conclude the stakeholder engagement. The intention is then to present the draft prospectus to the SELEP Strategic Board at its meeting on 6 December 2019.

5.2 In response to the presentation, the following comments were made:

- Robert Thomas queried if the Thames Estuary Production Corridor work was feeding into this coastal prospectus. Neil Darwin said the two work programmes were complimentary and the two groups were working together.
- Paul Thomas asked about synergy with the Tri-LEP Energy Strategy. Neil Darwin confirmed that this strategy is informing the prospectus.
- Gavin Cleary offered to engage with Neil Darwin to share the branding strategy and inward investment work that Locate in Kent is developing.
- Douglas Horner queried why some seaside towns (such as Whitstable) appear to have made better progress compared to others. Neil Darwin said that the reasoning, in part, could be the town's connectivity (road, rail and digital), the social fabric of the town, the uniqueness of the tourism offer, and if there is low-level manufacturing.
- Neil Darwin said an issue was that coastal communities are not being well-equipped by central government, with its piecemeal approach to support.
- Bob Bayford commented that the distance from London is crucial to a coastal area's success. Coastal towns within 60 minutes by train from London often perform better to those further away by train.
- Paul Carter described the negative impact of poor cheap housing. London Boroughs are attracted by the lower price of housing in the coastal towns to purchase multiple properties. These properties are then used to house their residents with more social complex needs. Additionally, London Boroughs have placed large numbers of children in care in foster homes on the coast. There is a need to convert the former hotels and other large properties in the coastal towns into attractive luxury accommodation to entice residents with higher levels of disposal income to relocate to the coast. He explained that Nottingham had issued a policy that it would not build or allow any more social housing in the town until the percentage of social housing in the town reduced to the national average. He spoke of the need for central government to take the lead on this issue. Finally, he referred to the need to reduce the fare price for travelling on High Speed One.
- Monique Bonney wished to ensure that the existing population are well-housed. Poor housing is linked to poor health outcomes, which can prevent people from accessing employment.

Item 6 – Brexit Readiness

- 6.1 Jo James (CEO of Kent Invicta Chamber of Commerce) and Barbara Cooper (Kent County Council Corporate Director) provided a joint presentation on Brexit readiness ahead of 31st October 2019.
- 6.2 Jo James explained that 47% of the business community had not completed a Brexit risk assessment; 63% of exporters were not aware of Transitional Simplified Procedures (TSP); 62% of exporters were not aware of Authorised Economic Operator status (AEO); and 73% of exporters were not aware of Customs Comprehensive Guarantees (CCG) according to recent surveys.
- 6.3 She said many unanswered questions remain, particularly in regard to staff transfer, dispute resolution, tariffs, customs and the Irish border. There is also insufficient information on: access to the workforce, regulations, rules of origin, VAT services, industry standards, certification marks, and GDPR/customer data.
- 6.4 The Chamber's survey show that, in the event of a 'no-deal' Brexit, 24% of businesses will revise their investment plans down and only 4% will revise them up. Also 22% of businesses will revise their recruitment plans down, and only 3% will revise them up.
- 6.5 Jo James encouraged businesses to prepare for Brexit; key information is available at: www.gov.uk/business-uk-leaving-eu and www.kentinvictachamber.co.uk/brexit-hub
- 6.6 Barbara Cooper spoke about the transport plans for a 'no-deal' Brexit. Operation Brock is the national plan to deal with disruption in cross-Channel freight movements.
- 6.7 Barbara Cooper displayed a diagram showing the direction of HGV movements when Operation Brock is in action. *(For reference, here is Highway England's description of traffic movements on the M20, when Operation Brock is active:*

Cars, coaches and goods vehicles under 7.5 tonnes

All cars, coaches and goods vehicles under 7.5 tonnes heading coast-bound will follow signs on the M20 through the two-lane contraflow.

HGVs over 7.5 tonnes heading coast-bound to leave the UK

All HGVs over 7.5 tonnes heading coast-bound to leave the UK will follow signs on the M20 approaching junction 8 and 9 and get in the correct lane of the coast-bound carriageway per their port-destination. Such HGVs will be subject to paperwork compliancy checks and will be stopped for verification checks by an official at dedicated checkpoints: -

Compliant HGVs exiting the UK

HGVs having the correct paperwork in place will be deemed authorised to progress to their destined port after the necessary check by an official. Drivers will be provided with check confirmation paperwork to present at the ports to be authorised to progress with their further journey across the channel.

Non-compliant HGVs wishing to exit the UK

*If a driver has incorrect paperwork, they may be asked to divert to a holding area at **Ashford or Manston** where the driver will get advice on how to get border ready. Failure to comply with instructions may result in fines (up to £300) and further delays.*

Phase 1 – In the event of excessive disruption to services across the English Channel, improved **holding capacity at Port of Dover and Eurotunnel**, as well as the activation of DoverTAP (queue management of port destined HGVs on the A20 approach to Port of Dover) will be used.

Phase 2 – If phase 1 capacity is reached, Highways England will start queuing Europe bound HGVs over 7.5 tonnes on the coast bound section of the **M20 between junction 8 and 9**. All other vehicles will be signed to use the contraflow.

Phase 3 – If phase 2 becomes full, lorries heading for Port of Dover will be directed to **Manston Airfield**, while the M20 will be used to hold Eurotunnel destined HGVs only. Traffic lights on the A256 after Manston Airfield will help to manage traffic arriving at the Port of Dover.

Phase 4 – If the M20 holding area becomes full, the **M26** will be used to hold additional lorries wishing to leave the UK via Eurotunnel. The driver will be held on the M26 until space on the M20 junction 8-9 becomes available.) The M26 will therefore be closed to domestic car traffic.

- 6.8 Barbara Cooper stressed that the key to the system operating effectively is trader readiness, and if exporters are prepared with the correct paperwork, there should not be severe congestion at the ports.
- 6.9 Barbara Cooper explained that Central Government has significantly accelerated the pace of Brexit planning since July 2019. There is now a national communications campaign on gov.uk, and information pop-ups around country to give details to lorry drivers. There will be three additional customs stations in Kent (on top of the existing Dover Western Docks and Stop 24 at Folkestone); these extra custom stations are at Ashford truck stop, Manston, and Ebbsfleet car park D. However, the recruitment of sufficient custom agents is behind schedule.
- 6.10 Barbara Cooper explained that Kent County Council officers and Highways England traffic officers are due to be granted powers of enforcement to direct HGV traffic, however the statutory Instruments still need to be approved by Parliament.
- 6.11 Barbara Cooper concluded by saying that Highways England has been instructed by Government to ensure that Junction 10A of the M20 is open on 31st October 2019. This is essential to ensure access for the William Harvey hospital.
- 6.12 In response to the presentation, Jon Regan referred to the 1.5 million applications made to the UK Government by individuals seeking EU settled status. Of this number, 1.1 million applications have been processed, however he was unaware how many of these applications were successful. There will be a temporary scheme for those arriving from the EU after 31st October.

Item 7 – Growing Places Fund (GPF) – Future call for projects

- 7.1 Sarah Nurden explained that there was a proposal going to the SELEP Strategic Board on 4 October for the allocation of circa £20m of capital loan funding (GPF) to new projects. The KMEP board members were asked to express their comments on the GPF proposal, so these could be reflected by the eight KMEP board members that sit on the SELEP Strategic

Board. (Since the meeting, the views were reflected, and the GPF allocation process has been approved. Please see agenda item 5 for full details).

Item 8 - KMEP's terms of reference and business member recruitment

- 6.1 Sarah Nurden gave a short presentation outlining the proposed changes to the KMEP terms of references. The terms of reference must be updated to incorporate Central Government's reforms set out in the National Assurance Framework, and changes to SELEP's Local Assurance Framework. The draft terms of reference were put to the board for discussion.
- 6.2 Peter Fleming asked for legal counsel to provide an opinion on the revised KMEP terms of reference. At its January 2019 meeting, KMEP had discussed how the link between SELEP and the federated boards could be maintained once SELEP is incorporated. A proposal put forward by a KMEP board member in January was to request that the SELEP Company Directors from Kent and Medway reflect the view of KMEP at SELEP's board meeting. Peter Fleming was unsure if this was permissible under company law, as a Director's duty cannot be bound. It was therefore agreed to defer the approval of the revised terms of reference until counsel's view was obtained.
- 6.3 Miranda Chapman requested that the terms of reference are changed so retired business leaders can sit on the KMEP board. Sarah Nurden explained that SELEP's recruitment policy and the Government's National Assurance Framework forbid retired business leaders from sitting on the SELEP board once it is incorporated. Hence, to prevent any confusion, she had initially reflected those arrangements. She undertook to amend the terms of reference to include the facility for KMEP to co-opt up to three retired business board members based on their knowledge and experience.

Item 9 – LEP Review Paper

- 9.1 Sarah Nurden explained that the SELEP's Strategic Board will meet on 4 October 2019 to agree the 20 Company Directorships. The paper going to the SELEP Strategic Board proposes 7 of the Company Directors are nominated by Kent and Medway. These 7 individuals include the Leader of Kent County Council, the Leader or his/her alternate from Medway Council, and 5 KMEP business board members. In addition, there will be 5 Co-opted Directors, and the paper proposes that 2 of the Co-opted Directors are District Council Leaders. The paper proposes that a District Leader from Essex, and one from Kent, are selected for 2020.
- 9.2 This proposal provides a more balanced reflection of the SELEP population than the current SELEP Strategic Board representation, and this was welcomed by KMEP.
- 9.3 Thanks were extended to Rodney Chambers, Jo James and Douglas Horner for sitting on the SELEP sub-groups looking at board composition and legal governance, on behalf of KMEP.
- 9.4 Jo James said SELEP Secretariat have been asked to get counsel advice on the liability of SELEP Company Directors, which can be shared with interested candidates.
- 9.5 Douglas Horner expressed his concern that the terminology of SELEP was misleading in the governance documents. SELEP has three distinct elements: SELEP Ltd, the Accountability Board, and the Accountable Body. Governance questions remain unanswered on how these elements will work together.

Item 10 – Q&A on SELEP Strategic Board Papers

- 10.1 The Chairman provided a brief overview of the topics that will be discussed by the SELEP Strategic Board when they meet on 4 October 2019; several of these topics (LIS, GPF and the LEP Review) have already been discussed by KMEP. No questions were received from the KMEP Board Members on the remaining questions.

Item 11 – Update on Open Golf and associated Inward Investment

- 11.1 Tim Ingleton gave a presentation on The Open, which is coming to Royal St George's between 12th July and 19th July 2020. The Open last came to Kent in 2011. At this Open, the attendance was circa 180,000 visitors. However, an issue arose with the access to and from the golf course, due to the level crossing being closed for a longer period of time, as the platforms could not accommodate the extended 12-carriage trains.
- 11.2 In 2014, a presentation was given by Dover District Council and partners to attract the Royal & Ancient to use Royal St George's in 2020. This was agreed on the basis that transport improvements could be made to Sandwich Railway Station so that there are extended platforms during the event, so passengers can disembark but the level crossing need not be closed during this time to allow free-flowing car traffic.
- 11.3 Detailed work has been undertaken by local partners (including Kent County and Dover Councils), and Network Rail to deliver the transport improvements. The work is on schedule to complete in May 2020.
- 11.4 The 2020 Open has recorded the fastest ticket sales in the history of the event. Dover District Council is now considering how it can maximise the economic growth opportunities arising from the Open. Gavin Cleary explained that a working group has been established to consider how to make this an enduring inward investment opportunity, and he encouraged other districts to consider how they can participate. Geoff Miles wondered if a marquee at the Open which represented all Kent's districts may be an idea, but suggested that Tim and Gavin send an email to the local authority leaders with their plans, and describing how the other local authorities could become involved.
- 11.6 Monique Bonney declared an interest as she owned accommodation in Swale, which is already fully booked during The Open period. The visitors had asked about transport links, and Monique Bonney asked Tim Ingleton if the rail services could be publicised more widely, particularly if there were extra train services being run. Tim Ingleton said that SouthEastern will be publishing the timetable for The Open at New Year.
- 11.7 In response to a question from Monique Bonney, Tim Ingleton explained that the R&A with Royal St George's have created a new walking route from the train station to the course.

Item 12 – Local Growth Funding: Monitoring Report (including Medway Update)

- 12.1 Richard Hicks provided an overview of the Medway schemes being funded by Local Growth Funding (LGF).
- 12.2 He gave an overview on the Innovation Park Medway (IPM) scheme. It is part of the North Kent Enterprise Zone and represents £100m of investment. IPM will support the development of up to 101,000 square metres of high-value technology, advanced manufacturing, engineering and knowledge-intensive businesses. He included CGI images which illustrate how the IPM may look on completion.
- 12.3 Richard Hicks then gave a brief overview of the other Medway schemes:
- A289 Four Elms roundabout to Medway Tunnel project is paused while Medway awaits the Government's Housing Infrastructure Fund announcement.
 - Strood town centre project is nearly complete, and residents are already observing journey time improvements and accessibility enhancements.
 - Chatham town centre place-making and public realm package is being constructed.
 - Medway Cycling Action Plan is completed, with over 13km of new cycle paths have been constructed.
 - The SELEP Accountability Board approved a change of scope for the Medway City Estate project in September 19.
 - The flood gates have been installed at the former Civic Centre in Strood ahead of schedule. This will allow residential development on the site.

Item 13 – Strategic Planning

- 13.1 Geoff Miles drew the Local Authority Leaders' attention to the letter sent by the Business Advisory Board concerning Strategic Planning. The Local Authority Leaders were asked to consider collectively its contents and return to a future KMED board meeting, with their thoughts please.

Item 14 - AOB

- 14.1 The Chairman thanked Paul Carter for his firm commitment to driving forward economic growth in the county, and for his service to KMED. A gift was given as a token of thanks.
- 14.2 Paul Thomas asked the KMED Chairman to contact Thameslink and relevant contacts in the DfT to continue to press for the rollout of the long awaited Thameslink Service from Cambridge to Maidstone East via the London terminals.
- 14.3 Jo James spoke about the Leadership and Management 'Be the Business' national programme, which the Government has put £4m into, that is being piloted in Kent. The Growth Hub are hosting a Kent Co-ordinator for the programme, and this individual will be contacting the large firms across Kent and Medway to encourage them to free up their senior management teams to provide mentoring and coaching for Kent and Medway's SMEs.

ITEM 4

Date: 26 November 2019

Subject: Kent and Medway Enterprise and Productivity Strategy

Report author: Johanna Howarth, Deputy Director of Economic Development, Kent County Council

1. **Summary**

- 1.1 Our Kent and Medway Enterprise and Productivity strategy continues to take its lead from the Government's National Industrial Strategy. Whilst we await confirmation of a new Government, their domestic policy agenda, and whether and under what circumstances we leave the European Union, it is prudent that we locally have a coherent view, backed by all local authorities, business and other public sector partners on a long term ambition, priorities, and response to those. The narrative and evidence we prepare through this strategy should form the building blocks of any future discussion with Government over funding and support. Our strategy will nestle under and inform the South East LEP's Local Industrial Strategy, complementing the high-level framework set out over that much larger geography.
- 1.2 The purpose of this note is to provide members of KMEP with some oversight of how the strategy is developing and next steps in taking that forward. We also invite views and discussion on the draft 2050 ambition and outline workstreams which set out broad early action areas.

2. **Recommendation**

- **Members of KMEP asked to note progress to date and invited to comment on the draft 2050 ambition and workstreams.**

3. **Progress Update**

- 3.1 The consultants (Arup) that we appointed to support the delivery of an evidence base have prepared a final report, which we are in the final stages of amending and agreeing, and is informing the strategy alongside the views we have gathered from a range of stakeholders (business, local authority, and wider public sector bodies).
- 3.2 Since January, the KCC Economic Development team have regularly brought together key local and regional organisations with delivery and financial responsibilities around four themes – skills and employability, innovation, business sectors and the support

environment, and infrastructure. The purpose of these discussions has been to gather views and build consensus around the principle issues and local context against which the strategy should respond, current interventions and their effectiveness, and ideas on the actions that the strategy could take in the short, medium and longer term.

4. Discussion on the 2050 ambition

- 4.1 The draft strategy is being developed iteratively and has been shared externally for discussion and input with all local authorities, business representative groups, colleges, universities and other key partners.
- 4.2 Whilst the draft has been broadly well received, with support for the narrative and action areas within it, it requires more work on its focus and key messages. **With that in mind, we want to ensure that the vision sets the right direction of travel – setting out what is distinctive about this geography, whilst ensuring it speaks to the opportunities and challenges experienced by different places within Kent and Medway and to different audiences.**
- 4.3 There is a lot of substance which sits underneath this ambition in the emerging draft strategy which members of KMEP will want to engage with, but we'd like to start by ensuring with have a shared aspiration that we want to collectively get behind, and the early workstreams which provide a firm foundation on which to build a medium and longer term response. Attached at appendix A is a draft ambition and early priorities on which we invite the views of KMEP.

5. Next Steps

- 5.1 Provided we have consensus on the vision and priorities, we intend to revisit and rework the draft strategy around that in December for discussion in the New Year. Once we have discussed and taken on board comments, we will hope to go out to public consultation later in February or March, ahead of adoption by Spring 2020, to time broadly with the Local Industrial Strategy timetable.

2050 Kent and Medway Enterprise and Productivity Strategy

Discussion on long term ambition and early response to that

2050 Enterprise & Productivity Strategy for Kent and Medway - why are we doing this now?

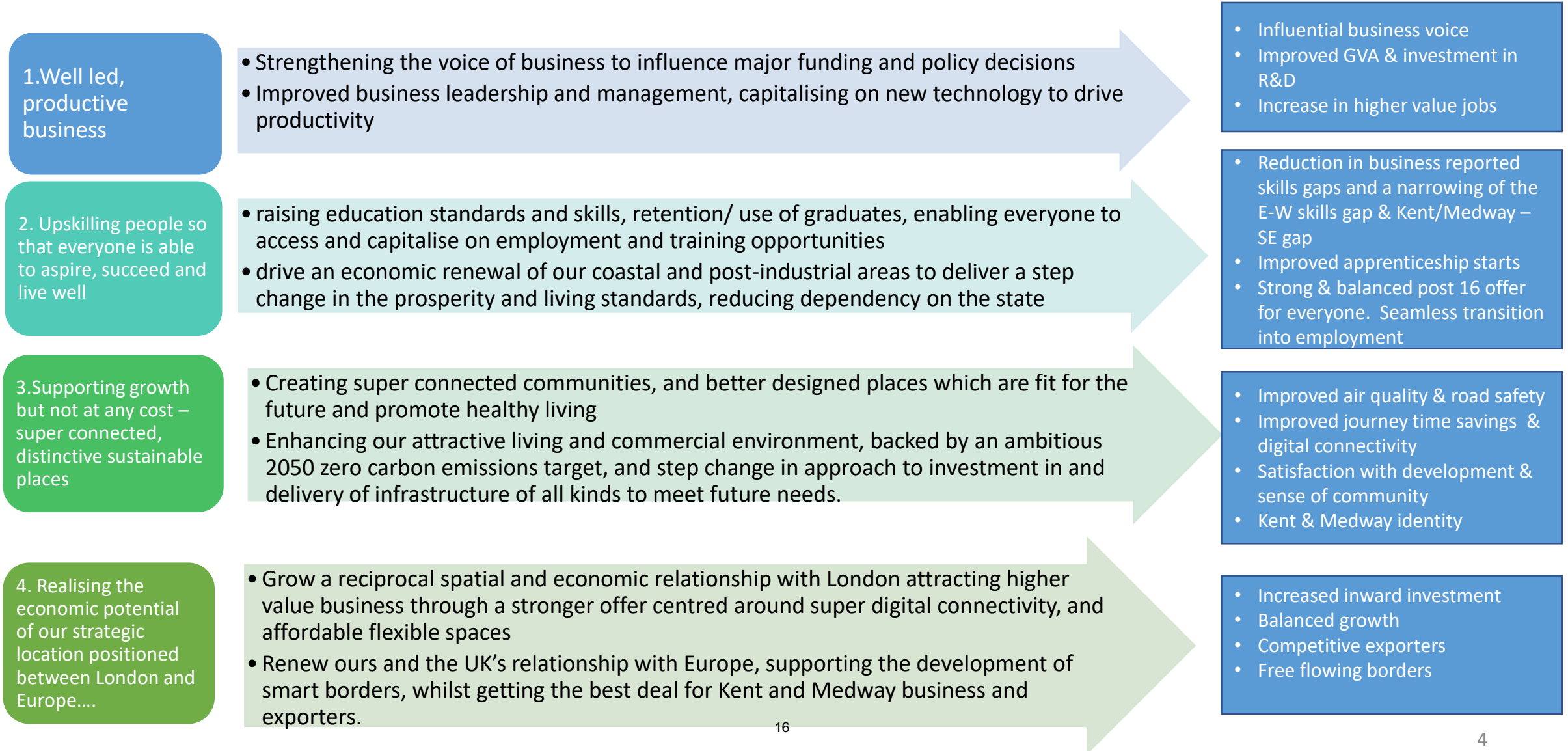
- Government has invited Local Enterprise Partnerships to prepare Local Industrial Strategy's (LIS), setting out clearly defined priorities for how places will maximise their contribution to UK productivity.
- LIS's are expected to serve as a strategic framework to better co-ordinate economic policy at the local level, informing any approach to future local growth funding deployed through them (including the UK Shared Prosperity Fund.)
- We have our own productivity challenges and opportunities in Kent and Medway which require our attention, together with support through our LEP and from Government. Our 2050 Kent and Medway Enterprise will set out a more granular Kent & Medway specific story which will sit alongside and complement the SELEP LIS.

Discussion areas....

- A draft strategy has been developed, built around the evidence and the views we have received through 9 months engagement, **but before reviewing the detail of that draft, we want to ensure we have your input and consensus around:**
 - **The long term ambition and direction of travel (slide 4)** - Is this ambition sufficiently transformative, whilst maintaining its relevance to the different places of Kent and Medway? What would you like it to say?
 - **Foundations of the strategy (slides 5 &6)** – we have set out the top early action areas and priorities for influencing Government on which consultation has identified as crucial to good inclusive growth. Are you content that these are the right building blocks to focus the strategy on?

2050 Ambition for Kent and Medway

By 2050 Kent and Medway will be recognised for its successful network of super connected, distinctive and sustainable places, driven by a pool of forward thinking, resilient businesses, where everyone can aspire, succeed and live well:



Foundations on which to build the strategy (i)

Themes	Local Response	Influencing Government
Well led, productive business	<ol style="list-style-type: none"> 1. Laying the foundations for a stronger, reciprocal relationship with business <ul style="list-style-type: none"> • streamlined, strengthened business engagement & influencing mechanisms – which are more representative & informed • action plans (sectoral) – responding (where we can add value) to issues raised and opportunity areas (i.e. renewables, horticulture, sciences ...) 2. Streamlined, agreed blueprint of business support (case for future SME funding) – better targeted (leadership, management, technology, innovation) and co-ordinated 3. Cluster development – conditions and ecosystem for success, supply chain opportunities 	<ol style="list-style-type: none"> 1. Inform new funding landscape – more local flexibility, autonomy, and certainty
Upskilling people so that everyone is able to aspire, succeed and live well	<ol style="list-style-type: none"> 1. Responsive skills provision around the needs of business and people through: <ul style="list-style-type: none"> • strengthening the influence of the guilds to inform provision (analytical backing, and strengthening representation) • Post 16 review - looking at access, range and quality of provision, relevance to local economy, pathways, adequacy of advice & guidance - to support education authorities exercise our ability to influence & inform change 2. Informed young people: strengthening the guilds with more resource and a new programme of work to complement the Kent & Medway based careers enterprise company. Introduction of stronger pathways from education & training into local employment backed by the guilds, supported also by the colleges & universities through initiatives like the university passport scheme; 3. Upskilling the workforce <ul style="list-style-type: none"> • support guilds & sectoral networks exchange good practice on benefits of CPD • Renewed evidence base on future skill needs • Better support for SMEs around apprenticeship levy to improve take up– what can we/ others do around this? More co-ordination around SME training provision – economies of scale 4. Coastal Economic Renewal – response to the coastal prospectus 	<ol style="list-style-type: none"> 1. Influence new funding landscape for SMEs and workforce development & make case for our fair share 2. Informing Government policy – particularly around: <ul style="list-style-type: none"> • Careers advice & Guidance – embedding Gatsby better in Ofsted, potential for a universal independent service • Reform of apprenticeship Levy – considering regulatory change to subsidise employment costs for young people & retention of unspent levy. 3. Devolution – lessons from MCA areas that might be relevant to Kent & Medway – future case for Kent & Medway?

Foundations on which to build the strategy (i)

Themes	Local Response	Influencing Government
Supporting growth but not at any cost	<ol style="list-style-type: none"> 1. Planning super connected places: <ul style="list-style-type: none"> • <u>Digital Growth and Infrastructure Framework</u> fed by L Plans and County transport model – means to a more dynamic, regular conversation over growth & infrastructure needs and the collective response • <u>Sub county approach to transport planning</u> –response to transport corridors and travel to work area needs, and modal & technology solutions required to better connect the different towns and places within Kent. • <u>Digital Infrastructure plan</u> – enabling market led delivery and barrier busting..... 2. Clean growth - Deliver on Kent and Medway clean growth targets through agreed programme of work & interventions set out in ELES 3. Communities, design and place making – Getting behind a shared town centre agenda & the role they play in creating successful communities and business hubs. Working together to inform design of new settlements and communities. 	<ol style="list-style-type: none"> 1. Longer term potential for devolution (i.e bus franchising) to provide more local control, new approaches to investment 2. Getting what we need from Government’s growth agencies 3. Review of infrastructure funding –land value capture? More placed based working with Govt (deals??)
Realising the economic potential of our proximity to London and Europe	<p><u>London</u></p> <ol style="list-style-type: none"> 1. Developing the proposition - evidence based view of the economic opportunities we want to land building on Thames Estuary & production corridor work – but broadening out so that we have an agenda that benefits the whole of Kent & Medway. Understanding on how that will be managed and delivered. 2. Affordable, flexible commercial space with digital capability– market review and case for public intervention and options 3. Stronger orbital understanding on how growth will be managed more sustainably, using the existing forums to support & drive that conversation further <p><u>Europe</u></p> <ol style="list-style-type: none"> 1. Smart Borders – informing a cross agency – business approach including around customs and logistics backed by latest technology to ensure borders remain open and flowing – for people and goods. 2. Brexit transition support for business 3. New approach to cross border partnerships, supporting business on both side of the channel, with a focus on Kent’s exporting businesses, connecting them to opportunities within Europe and internationally 	<ol style="list-style-type: none"> 1. HMG support in managing/arbitrating London growth conversation 2. Continued Government backing for Thames Estuary agenda, and other major economic opportunities we pursue 3. Joint approach on smart borders & future EU relationship

ITEM 5

Date: 26 November 2019

Subject: Prioritisation of GPF bids

Report author: Sarah Nurden, KMEP Strategic Programme Manager

Summary

£20.724m of capital loan funding is available for SELEP to reinvest into new projects. SELEP, together with KMEP, has advertised a call for expressions of interest. Eighteen were received by the deadline at the beginning of November. KMEP is asked to prioritise the eighteen projects, based predominantly on strategic fit (up to a maximum value of £20.724m). This report provides details on the SELEP process and on the projects.

The Board is asked to prioritise the eighteen projects in accordance with SELEP's criteria.

1. Background and Introduction

- 1.1 The Growing Places Fund (GPF) was established by the Ministry for Housing, Communities and Local Government and the Department for Transport in 2011 to unlock economic growth, create jobs and build houses and help 'kick start' development at stalled sites. The fund works as a recycled capital loan scheme regenerating funds based on the repayment schedules agreed for the existing GPF projects.
- 1.2 A total of £49.2m GPF capital funding was made available to SELEP by central Government for spend as a capital loan. The recyclable nature of the pot has enabled a total of £54.4m to be invested across 21 projects to date.
- 1.3 A number of repayments were made during 2018/19 and further repayments are expected during 2019/20. This provides the opportunity for the reinvestment of **£20.724m** of GPF in new projects across the SELEP area.

2. Interest Rate

- 2.1 The GPF funding operates as a low interest rate loan. Interest will be charged on GPF loans at two percent below the Public Works Loan Board (PWL) Fixed Loan Maturity Rate or zero percent – whichever is higher on the day when the credit agreement is signed.

2.2 The credit agreement will set out the agreed loan repayment schedule for the project. If the project fails to meet the agreed repayment schedule detailed within the credit agreement, interest will be charged at the full PWLB interest rate from the point of default on the loan repayment.

3. SELEP's process for reinvesting the GPF

3.1 The GPF prioritisation and award process will consist of three stages as follows:

- **Stage 1** – Federated Board (i.e. KMEP) assessment, sifting and prioritisation of projects based on Strategic Fit, using information from the Expression of Interest form (please see section below for more details).
- **Stage 2** – Scheme prioritisation by the SELEP Investment Panel, based on the Strategic Outline Business Case, and its technical assessment by the Independent Technical Evaluator (ITE).
- **Stage 3** – SELEP Accountability Board funding decision.

4. Stage 1 – Assessment of the Expression of Interest – SELEP Guidance

4.1 Federated Boards (such as KMEP) are asked to lead the initial assessment, sifting and prioritisation of projects, based on the agreed eligibility and prioritisation criteria. These criteria are:

- the project's fit with SELEP and local economic growth objectives;
- impact of the project in creating new jobs and/or homes through enabling a specific named development (which has been identified as part of local development policies, plans or investment strategies), safeguarding jobs and/or delivery of skills benefits;
- the strength of the case for investment;
- presence of any showstopper issues or risks; and
- compliance with core GPF eligibility criteria, which are:
 - Align with SELEP's objective to support economic growth
 - Requires capital (not revenue) loan funding investment
 - Projects should be between £250,000 and £3,500,000
 - Identify benefits which are expected to exceed the project costs (a benefit cost ratio of 2:1 will be sought in stage 2 by the ITE)
 - Demonstrate an ability to deliver the project following the legal requirements for investment of public funds (e.g. EU State Aid Rules)
 - Only support projects which can demonstrate an ability to repay the GPF loan by 31 March 2026
 - Must receive support from the respective Federated Board and the lead County Council/Unitary Authority (please see next steps for more details on this criterion).

4.2 In particular, SELEP specifically asks the Federated Boards to strongly consider the alignment of the project with SELEP and local area strategic growth objectives. This strategic fit prioritisation by the federated boards will then be given to the SELEP Investment Panel at Stage 2. (See paragraph 5.8 for further details).

- 4.3 SELEP requested that each Federated Board Officer (i.e. the KMEP Strategic Programme Manager) meet with the Independent Technical Evaluator (ITE) before today's Federated Board meeting so they can help identify any showstopper issues before the projects progress to Stage 2 of the process. SELEP has asked the ITE to attend each Federated Boards' discussion, to listen and understand the priorities of the Federated Boards to feed into their assessment during Stage 2 of the process.
- 4.4 SELEP has requested that the total amount of GPF sought for projects included in the prioritised list of projects for each Federated Area should not exceed the amount of funding available (£20.724m).
- 4.5 Federated Boards are asked to provide a paragraph per project to confirm that the project meets the eligibility criteria and to justify the strategic fit and the project's position on the prioritised list (see paragraph 5.2 for more details).
- 5. Next Steps for schemes that are prioritised by the federated board**

The next steps following KMEP's prioritisation today are:

- 5.1 **27 November 2019** – The KMEP Strategic Programme Manager will advise all applicants of KMEP's prioritisation decision. For any project prioritised by KMEP to proceed to Stage 2 that is promoted by a third party, a credit check (costing £145) will be undertaken on the company and the director, and a letter from the relevant local authority's Section 151 officer will be sought.
- (The reason for this is that the risk of non-repayment sits over the fund. This means that Local Authorities that promote projects submitted by third parties are required to demonstrate that they have exhausted all reasonable steps to secure the repayment of the loan, but are not liable to make the GPF repayment if the project fails and the third party is unable to make the loan repayments in full. SELEP thus asks that the lead County or Unitary Authority be satisfied that the scheme promoter has the financial capability to repay the loan and to confirm that they are willing to enter into a credit agreement with them. The credit check on any third-party scheme promoters helps the promoting authority to consider whether there is a genuine need for GPF investment and whether the third party has the means to repay the loan).*
- 5.2 **Circa 2 December 2020** – The KMEP Strategic Programme Manager will circulate to KMEP board members, via email, the draft paragraphs justifying each project's strategic fit and the position on the prioritised list for their comment/amendment.
- 5.3 **6 December 2019** – **Following the completion of the credit checks, the KMEP Strategic Programme Manager provides KMEP's prioritised list and the associated S151 letters to the SELEP Capital Programme Manager.**
- 5.4 Successful applicants from Stage One are asked to write a fuller Strategic Outline Business Case for submission to SELEP on **24 January 2020**.
- 5.5 SELEP's ITE review the SOBCs between 27 January and **13 March 2020**.

- 5.6 The ITE’s assessment of Kent and Medway schemes will be shared with KMEP at its board meeting on **17 March 2020**.
- 5.7 KMEP will have the opportunity to provide written comment on the ITE’s assessment to SELEP by **27 March 2020**.
- 5.8 The SELEP Investment Panel will meet in **April 2020** (exact date TBC) to appropriately combine local projects into one prioritised pipeline of schemes for the SELEP area. The information that will be given to the SELEP Investment Panel will include:
- The amount of GPF funding available
 - The **outcome of each Federated Board’s assessment*** & their prioritisation (that will consider each project’s strategic fit).
 - The **outcome of the ITE’s assessment*** (that will consider each project’s need for intervention, viability, deliverability, expected benefits, pace of benefit realisation, contribution to the establishment of a revolving fund).
 - Federated Board’s written comments on the ITE assessment.

**Please note SELEP has said: “The prioritised list of projects produced by each Federated Board will represent an initial project prioritisation, based solely on strategic fit with both SELEP and local economic growth objectives. The ITE will then assess each project against the criteria (shown in brackets above) and will provide a RAG assessment indicating how well each project meets the stated criteria, which will be taken into consideration by the Investment Panel during Stage 2 when the final GPF project pipeline is created. This may mean that the order of priority agreed by the Investment Panel differs from the prioritised lists provided by Federated Boards.”*

- 5.9 Stage 3 – Successful Project Promoters may take their business case to a SELEP Accountability Board meeting in **2020** to seek authorisation to draw down funding.

6. The Projects’ Expressions of Interest

- 6.1 18 applicants from across Kent and Medway submitted expressions of interest by the deadline. These projects are listed in the Table A below. Please note this list is in ascending order of GPF ask, NOT in order of priority.

Table A

Project Title	Applicant	Location	Total amount of GPF sought	Total Project Cost
Churchill Tunnels	Farleigh Homes Ltd	67 / 69 High Street, Dover	£600,000	£1,000,000
Wine Innovation Centre	NIAB EMR	East Malling Research Estate	£600,000	£1,550,000
A2/A251 Scheme	Kent County Council	Faversham, Kent	£620,000	£920,000
The Margate School	The Margate School	High Street, Margate	£725,000	£725,000
Hatchery @ Preston Farm	Hatchery	Preston Farm, Shoreham, Sevenoaks, TN14 7UD	£1,000,000	£2,400,000

Mountfield Park	Corinthian Land	Land north and south of New Dover Road, Canterbury, Kent	£1,085,000	This information is commercially sensitive.
Coombe Valley	Alliance Building Company Contracts Ltd	Coombe Valley Road, Dover, Kent CT17 0UP	£1,250,000	£3,800,000 (total build cost)
Britton Farm Mall	Medway Development Company	Britton Farm Mall, High Street, Gillingham, Kent, ME7 1DG	£1,290,000	£7,490,000
Swanley Town Centre	Sevenoaks District Council	Swanley Town Centre	£1,490,000	£44,773,000
NUE Com Phase II	Kent County Council	Kent-wide	£2,000,000	£4,000,000
Wincheap off-slip, relief road + traffic management scheme	Kent County Council	Wincheap, Canterbury	£2,000,000	£17,600,000
The Accelerator at New Town Works	The Creative District Improvement Company	Ashford, Kent	£2,098,125	£2,098,125
Resort Margate	Resort Margate CIC	Cliftonville, Margate	£2,500,000	£2,500,000
NUE Residential	Kent County Council	Kent-wide	£2,500,000	£5,000,000
Northgate Community Healthcare and Wellness Centre	Northgate Medical Practice	Medical Practice, Northgate, Canterbury, Kent, CT11WL	£2,500,000	£13,500,000
Green Hydrogen	Ryse Hydrogen Ltd	Herne Bay, Kent	£3,470,000	£9,360,000
Herne Relief Road – Bullockstone Rd Improvement Scheme	Kent County Council	Herne Bay, Kent	£3,500,000	£7,700,000
A28 Chart Road	Hodson Developments Ltd	Great Chart, Ashford - Between Tank and Matalan Roundabouts	£3,500,000	£26,644,650

6.2 In Appendix A (circulated as a separate attachment), there is a summary of each scheme's details.

7. Information gathering in advance of KMEP's prioritisation

7.1 Prioritisation is always a subjective process, particularly when projects are compared predominately against strategic fit rather than more technical or quantitative aspects. The prioritisation of the 18 schemes will be decided by the KMEP board members on 26 November – It will be solely the KMEP board's opinion that will determine which applications are successful at stage one.

However, to help aid the discussion when there are so many schemes to compare to one another, a series of information-gathering exercises were undertaken, and the advice received from these sessions is included in the report below to prompt discussion and act as a starter-for-ten. It is not the final listing; challenge is welcomed and encouraged.

The ITE Meeting

- 7.2 In advance of the KMEP board meeting, the KMEP Strategic Programme Manager met with the ITE, as per SELEP's procedure. The ITE provided verbal feedback on projects' showstopper issues, risks, and match with the criteria listed in paragraph 4.1 of this report.
- 7.3 Based solely on the information contained in the expressions of interest and taking the information at face-value, the ITE felt GPF would be a good fit for the majority of schemes. However, they drew the KMEP Strategic Programme Manager's attention to some schemes and asked her to consider where there was perhaps less synergy between the project in its current form and the GPF offer. These schemes they spoke about are shown in Table B below:

Table B

Project Title	Applicant	Reasoning why drawn to KMEP Strategic Programme Manager's attention	Total amount of GPF sought
Churchill Tunnels	Farleigh Homes Ltd	<p>This project redevelops a Victorian building into nine 2-bed apartments. There will also be a Visitors Centre linked to tunnels of historical importance. It would create 2 jobs and enable 2 construction apprenticeships.</p> <p>The EOI provided limited detail. No information was given on how the project aligns to SELEP's strategic objectives and local economic growth objectives. No information was given on how the GPF would be repaid. No information was provided about the Visitors Centre, except to say that MOD agreement was yet to be acquired to access the historic tunnels. The repayment timescales appear ambitious with the full amount repaid in 21/22. There are limited benefits of this scheme – with each residential unit requiring a £66k GPF subsidy.</p>	£600,000
Swanley Town Centre	Sevenoaks District Council	<p>This project provides gap funding to progress an already consented series of schemes and future proofing the delivery of infrastructure. This infrastructure investment will unlock delivery of up to 1255 residential units and 376 jobs.</p> <p>The benefits delivered by this scheme would be very much welcomed. The concern regarding this scheme is that there was limited detail in the EOI explaining</p>	£1,490,000

		<p>how these benefits would be achieved. Further information was requested, but not received. Without additional information, the level of risk is unknown, and it is unclear whether the level of jobs and homes is proportional to the scheme.</p>	
A28 Chart Road	Hodson Developments Ltd	<p>The ITE were complimentary regarding the economic benefits of the scheme. However, as KMEP board members may recall that this scheme was previously granted £10.2m of Local Growth Funding, and the scheme was placed on hold due to issues securing the required bond from the developer. In total, £7.371m of the Local Growth Fund had to be returned to SELEP to be reallocated to other projects through the LGF3b pipeline development process. The risks associated with the scheme were therefore deemed to be relatively high (particularly as this is loan, not grant funding).</p>	£3,500,000
Northgate Community Healthcare and Wellness Centre	Northgate Medical Practice	<p>This project enables the purchase of a car park. This car park site can then be used to expand the Northgate CHW Centre from its existing 1,000 sqm to 3,300sqm. The additional space will allow the NHS to bring together a variety of different staff to provide integrated health services.</p> <p>This scheme has strong health benefits. The reason this scheme is included in this table is four-fold. Firstly, there could be a showstopper risk. The GPF eligibility criteria state the GPF must only fund capital, and not revenue funding. While some revenue fees can possibly be capitalised, the concern is that nearly 50% of the cost is for master-planning services (and not all these fees can be capitalised).</p> <p>Secondly, this scheme meets with the objectives of the NHS Five Year Forward View. However, SELEP's current economic strategy (Smarter, Faster, Together) has only peripheral references to health objectives. The scheme may therefore struggle in Stage 2 to evidence its links to SELEP's economic growth objectives.</p> <p>Thirdly, the centre will enable circa 50 new jobs in the practice, but the remaining 135 employees may be relocating from the hospital. The Government's green book places more worth on new jobs created or brought to the area, rather than the relocation of jobs from the local area.</p> <p>Fourthly, the scheme does require other sources of</p>	£2,500,000

		funding that are not yet fully secured, such as the 'NHS Capital Bid Funding'. An outline business case is being submitted to the Government to consider.	
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Kent County Council prioritisation of its own schemes

7.4 Kent County Council submitted five Expressions of Interest to KMED. To assist KMED with its prioritisation, the Council was asked to prioritise its own schemes in order of priority. The advisory ranking of KCC schemes, completed by KCC, is shown in Table C below:

Table C

Advisory ranking by KCC	Project Title of KCC scheme	Reasoning for advisory ranking (provided by KCC)	Total amount of GPF sought
1	Herne Relief Road – Bullockstone Rd Improvement Scheme	<p>This project includes a range of highway infrastructure improvements to Bullockstone Road which links the Herne Common area of Kent to Herne Bay. On completion of the project, the scheme will become the Herne Relief Road.</p> <p>Bullockstone Road is currently a narrow single carriageway that does not currently provide a safe and suitable route for all users as there are no footpaths or cycle paths. Additionally, hedges and vegetation create a narrow corridor for all traffic. It is currently used (inappropriately) as a rat-run.</p> <p>Substantial development (of up to 2,600 homes) is being planned in the area across 3 sites (Hillborough, Herne Bay Golf Club, and Lower Herne Village) and this will increase congestion. The improvement scheme aims to provide an alternative route to the existing A291 through Herne, which is very narrow. The scheme will allow the development of the housing, improve road users' safety, and reduce the significant congestion.</p> <p>The reason for the project's relative position on this list is because there are multiple sets of developer contributions that will help support the scheme. Funds from Herne Bay Golf Club have been secured and can be drawn down until 2021, but they must be spent by 2026. Lower Herne Village are due to contribute £2,331,000 to the scheme. The funding will not come forward until the 250th house is occupied which, based on build out rate expectations, would be beyond the 2021 claim date for the Golf Club funding.</p> <p>A development site at Hillborough in Herne Bay has also been identified to contribute to the scheme, but the planning application is currently being determined. Initial discussions have indicated that funding would be provided</p>	£3,500,000

		<p>on occupation on the 350th home. KCC do not have confidence that even if the planning application was approved, the funding would be provided in sufficient time to enable the contribution to fund the Bullockstone Road improvements.</p> <p>There is significant risk, that by waiting for the developers of Lower Herne Village and Hillborough to provide funding for the scheme, that insufficient funds are received in the timescale required and the golf club contribution is lost meaning that the scheme would not be able to be constructed.</p> <p>KCC is keen to progress the project at pace and has taken the scheme through consultation.</p> <p>A successful GPF bid would enable construction at the earliest opportunity which is reflected in the priority.</p>	
2	NUE Com Phase II	<p>KCC wish to build on the continued success of its award-winning NUE countywide scheme which has brought empty commercial properties back into use with SELEP GPF (£1m R2) leveraging £3m. It is on track to exceed its target by returning 13 commercial units with 28 residential units back into use.</p> <p>A second phase will continue to provide Kent-wide benefits and contributes to 5 SELEP priorities. It also provides an opportunity to extend the offer to Medway (if wish to join).</p> <p>GPF will be used to provide short-term secured loans to owners of empty commercial properties to: support SMEs, encourage money spent on local goods and services, attract new business rates, create/safeguards jobs, create new residential accommodation and generate new Council Tax.</p> <p>Whilst some districts in Kent have been successful in attracting Future High Street funds – this is restricted to one town per district. The changing nature of retail is having a profound effect on our town centres with an increasing number of empty shops which often have unused space above. This could be converted to provide office/or residential accommodation a fraction of the cost of new build.</p> <p>KCC has prioritised the NUE commercial scheme above the NUE residential scheme as this project has been made possible through SELEP GPF with no alternate funding available.</p>	£2,000,000
3	NUE Residential	<p>NUE is the longest running empty homes initiative in the UK winning several awards for regeneration and partnership working. Operating with a £6m recyclable loan fund since</p>	£2,500,000

		<p>2005 it was expanded across all 12 districts in Kent in 2009 and returns on average 400 empty homes back into use per year to the decent homes standard.</p> <p>The benefits mirror those as described under the NUE Commercial Phase II project (with the exception of generating Business Rates) and provides an opportunity to extend the scheme into Medway (if wish to join).</p> <p>An investment of £2.5m from GPF will help return a further 100 empty residential homes back into use across Kent.</p> <p>NUE Residential is funded primarily through prudential borrowing and competes with major capital schemes for funding on an annual basis.</p> <p>With no additional funding this restricts the number of properties which can be brought back into use via short-term secured loans. NUE continues to have a steady pipeline of projects which are then deferred to the next financial year as we wait for loans to be repaid and recycled, whilst the properties remain empty.</p> <p>KCC/NUE has a strong partnership with our district colleagues and is able to demonstrate the benefits of investing in this scheme deliver key outcomes in a timely manner.</p>	
4	Wincheap off-slip, relief road + traffic management scheme	<p>The scheme previously had an allocation of £4.4m awarded under LGF, but this allocation was not drawn down as a result of not meeting the SELEP timescales. An additional LGF3B bid was also submitted but this was not prioritised by KMEP.</p> <p>Further discussions are being held with Highways England and Homes England to assess whether additional Grant/Loan funding may be available to complete this package of works. The scheme would benefit more from a grant than a loan, which has dictated the lower priority in this KCC list</p> <p>.</p>	£2,000,000
5	A2/A251 Scheme	<p>The scheme was previously put forward as an LGF3B bid but was not prioritised by KMEP. The scheme has been included in a wider bid to the DfT as part of a Large Local Major bid to deliver improvements to M2 Junction 7 (Brenley Corner). KCC is also likely to put forward this scheme as a Local Pinch Point Fund bid to DfT. This is a competitive fund for local authorities to bid for high-impact schemes to help address congestion pinch points and to reduce congestion on local roads. The scheme would also benefit more from a grant than a loan, which has dictated</p>	£620,000

		the lower priority in this KCC list.	
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Business Advisory Board members' views on the EOIs submitted by business

7.5 Of the 18 EOIs submitted to KMEP, 11 came from the business community. To help assist KMEP with its prioritisation, the Business Advisory Board hosted an information-gathering session, and arrived at a business view on the business applications. (Please note 3 business applications were excluded and are covered in Table B). The advisory ranking that the Business Advisory Board members took on the business applications is shown in Table D below.

Table D

Advisory ranking	Project Title	Reasoning for advisory ranking	Total amount of GPF sought
1	Wine Innovation Centre	<p>The project promoter proposes to build a facility to host a Wine Innovation Centre at the East Malling Estate. The Centre will include a 1000 sqm building, hosting several fruit pressing technologies, fermentation tanks, molecular biology labs, sensory assessment equipment, space for knowledge-transfer meetings, and an open innovation workspace.</p> <p>The reason for the project's relative position on this list is because this project will not only support one business, but rather the research will be used by other businesses, and support the wider economic growth of one of the four priority sectors for Kent and Medway.</p> <p>The research will support the East Malling Viticulture Consortium, along with others. The Consortium includes members (such as Chapel Down and Gusbourne) that collectively account for more than 60% of the wine production in Kent. The majority of the UK's vineyards are in Kent.</p> <p>The risk with any research project is that it is harder to guarantee a fixed rate of return for investment.</p>	£600,000
2	The Accelerator at New Town Works	<p>The project promoter is seeking GPF funding for a project at New Town Works called "The Accelerator" which will be a 5000 sq.ft facility within the overall New Town Works Media Village. It will focus on developing creative industry businesses in the first two to five year of their lives as they move beyond start-up. The start-up and scale-up companies will be attracted</p>	£2,098,125

		<p>to locate at New Town Works, through the discounted rent rates (up to 75% discount).</p> <p>The reason for the project’s relative position on this list is due to the scale of the impact. The project promoter estimates that at least 100 local jobs will be created directly from the accelerator space. The project supports a priority Locate in Kent sector (i.e. the Creative and Digital Sector). The project appears lower-risk than some of the others, with a 15-year lease agreed for the Accelerator.</p> <p>Another reason for supporting this project is because the project promoter has said that the serviced facility will particularly wish to attract graduates starting-up their own businesses to this serviced facility. The promoter has conversations lined up with three universities that will take place shortly.</p> <p>The advice of the businesses that considered this application is that, if KMEP chooses to progress this scheme to stage 2, then the project promoter should be asked to specify in writing how these graduates will be supported (e.g. ask them to add some KPIs/conditions). This will lessen the risk that the facility will be used for others as time moves on, rather than the graduates and SME start-ups that this facility is currently aimed at.</p>	
3	Hatchery @ Preston Farm	<p>This project converts a former farm near Sevenoaks into an innovative new work and community hub with the capacity of 250 workers, alongside spaces that will be available to the local community for education, recreation and social uses.</p> <p>The reason for the project’s relative position on this list is due to the very strong demand for workspace in the Sevenoaks district (as evidenced by previous LGF bids to create new workspace). The project promoter has completed extensive research – including on the different models of workspace provision. Their planned workspace approach includes creating an environment whereby SMEs based there can receive advice (light-touch mentoring).</p> <p>The transport, energy, amenity space, and digital elements of the design appear to be at a more</p>	£1,000,000

		<p>advanced stage of preparation compared to some of the other schemes.</p> <p>The risk concerning this project is that planning is required, and this is in the AONB and Green Belt – although the entire farm site is already designated for business purposes. The project promoter has spoken to officers in SDC, and is meeting SDC’s Leader in December to discuss the project.</p>	
4	Green Hydrogen	<p>This project enables the installation of a large 8.8MW wind hydrogen system based at Herne Bay, Kent which will have an on-land substation connected to the existing Vattenfall offshore wind farm called Kentish Flats.</p> <p>The reason for the project’s relative position on this list is due to it appearing to be a strong market proposition. The project promoter has already secured a contract with Transport for London to supply hydrogen to fuel their buses. The GPF will increase the capacity of the facility which will allow the project promoter to take on more customers (and the names of customers that they are in negotiation with was supplied confidentially). It therefore appears to sensible to support a larger facility which will bring economies of scale.</p> <p>This is a cutting-edge technology project, which supports the clean growth agenda and allows Kent and Medway to enter a new commercial market, which is set to grow. The project will also bring some highly-skill jobs to Kent. The project promoter has given three examples of where the system has been deployed in Europe. There is a risk in that planning is yet to be secured from CCC, however public consultation meetings have been undertaken, and according to the project promoter, the feedback from the local MP and wider public has been encouraging.</p>	£3,470,000
5	Coombe Valley	<p>This project sees 26 flats and 4 houses delivered in a deprived part of Dover. As a result of this project, current staff will be safeguarded and 6 new staff (including 2 new apprentices) will be recruited.</p> <p>This is a low-risk scheme, and the businesses present felt confident that Alliance Building</p>	£1,250,000

		would deliver a high-quality scheme in an area of need, where the market will not deliver without intervention. The reason for the project's relative position on this list is due to the moderate scale of the project's economic impact in terms of employment. Unlike the other schemes with moderate direct outputs (e.g. Wine Innovation Centre), this scheme does not produce wider indirect outputs, where other businesses grow as a result. However, it is a good scheme.	
6	Resort Margate	<p>The project promoter seeks funding to purchase the building that Resort Margate currently leases in Cliftonville, or a similar building. The building already acts as a strong Creative Hub, bringing together multiple SMEs and freelancers from artists, photographers, jewellers, filmmakers, architects, etc. Indeed, it featured strongly in SELEP's Creative Economy Network Prospectus from 2016. The Hub has a strong reputation amongst the creative sector and draws new creatives to the area and produces a clustering effect. It appears to be well-run, and the type of scheme can help drive forward economic growth in a priority sector.</p> <p>However, the reason for the project's relative position on this list is due to the uncertainty over the ability of Resort Margate to purchase the building at its market value, rather than at an inflated cost. The project falls over if the building cannot be purchased or an alternative building found. The landlord is aware of the desire of the Resort Margate to purchase the building, and his negotiation tactics reflect this.</p> <p>In addition, the GPF repayment mechanism is not as robust as other schemes', with a bid to the Heritage Lottery Funding potentially being required to enable full refurbishment and then loan repayment.</p> <p>The business-on-business view was this was an important project, but the risk of proceeding is substantial. There is a wish to explore if there are more appropriate alternative funding sources and expert resources that could help this scheme.</p>	£2,500,000
7	Mountfield Park	The project delivers highway infrastructure (i.e. new pedestrian and cycle route enhancements,	£1,085,000

		<p>and junction improvements) five years ahead of the current delivery schedule.</p> <p>The rationale for this advisory ranking is that the highway infrastructure will be delivered irrespective of the GPF investment. It is a timing issue. The business view was that this should be funded from other more appropriate source.</p>	
8	The Margate School	<p>The Margate School currently leases the old Woolworths building in Margate. It has already converted the ground, first and second floors for use. It seeks GPF funding to make the third floor and basement usable, add a DDA-accessible lift, and possibly create a Margate Children’s Gallery on a connected plot of land (subject to TDC approval).</p> <p>The reason for the project’s relative position on this list is due to the high level of uncertainty, including market demand, spending profile, the repayment risk, the wider development project, and the lease uncertainty (the lease is due to end soon).</p> <p>The applicant shows loan funding being drawn down every year, and repayments made every year. This is unusual; most projects draw down the loan in the early years, invest it to produce outcomes, and then repay the full amount in later years.</p>	£725,000

Medway Development Company

7.6 Medway Council through its Development Company has also submitted an EOI, and information about this scheme is in appendix B. The high-level details are shown in Table E below:

Table E

Project Title	Applicant	Total amount of GPF sought	Total Project Cost
Britton Farm Mall, Gillingham	Medway Development Company	£1,290,000	£7,490,000

8. Next steps, further information, and questions for the KMEP board to consider

8.1 The Board is asked to prioritise the 18 EOIs in accordance with the SELEP criteria listed in paragraph 4.1.

8.2 As paragraph 7.1 states, prioritisation is a difficult task that is subjective. The prioritisation criteria have changed in this most recent funding round, and now the KMEP board are asked to use strategic fit as its main assessment criteria (coupled with the impact of jobs, houses and learner numbers). The technical issues of deliverability and benefit cost ratios, etc, will come more to the fore in the Stage 2 assessment by the ITE. Hence, through constructive discussion and debate at KMEP by all partners, a final ranking will have to be determined.

8.3 To aid the KMEP board's consideration at the meeting, the following questions will be put sequentially to the board for discussion and then put to vote:

- **Please consider the ITE feedback. Would the board wish to decline the EOIs listed in table B?** Specifically, would the board wish to decline the following projects:
 - Churchill Tunnels
 - Swanley Town Centre
 - A28 Chart Road
 - Northgate Community Healthcare and Wellness Centre
- **Please consider the KCC advisory ranking and business advisory ranking. Would the board wish to decline project in the bottom 40% of the lists, shown in table C and D?** Specifically, would the board wish to decline the following projects:
 - Wincheap off-slip, relief road + traffic management scheme
 - A2/A251 Scheme
 - Resort Margate
 - Mountfield Park
 - The Margate School

8.4 If the KMEP board chooses to answer yes to these questions in paragraph 8.3, the accumulative value of the remaining schemes would be £18m (which is approx.. £2m under the SELEP capped limit). If this situation arises, **would the KMEP board wish to agree to these remaining schemes progressing to stage 2?** Specifically, in alphabetical order (not priority order) these schemes are:

- Britton Farm Mall
- Coombe Valley
- Green Hydrogen
- Hatchery @ Preston Farm
- Herne Relief Road – Bullockstone Rd Improvement Scheme
- NUE Com Phase II
- NUE Residential
- The Accelerator at New Town Works
- Wine Innovation Centre

8.5 If the KMEP chooses to answer yes to the questions in paragraph 8.3 and 8.4, the KMEP board will need to prioritise these remaining nine schemes at its meeting against the SELEP criteria (see appendix B for one page overview). The KMEP Chairman will ask the KMEP Strategic Programme Manager to provide a short overview of each scheme and alert the board to any notable issues, before asking the board members to make a series of choices between the various schemes to facilitate the KMEP board determining its final prioritisation.

Appendix B

KCC Project	GPF ask
Herne Relief Road – Bullockstone Rd Imp. Scheme	£3,500,000
NUE Com Phase II	£2,000,000
NUE Residential	£2,500,000

Third-party project	GPF ask
Wine Innovation Centre	£600,000
The Accelerator at New Town Works	£2,098,125
Hatchery @ Preston Farm	£1,000,000
Green Hydrogen	£3,470,000
Coombe Valley	£1,250,000

Medway Project	GPF ask
Britton Farm Mall	£1,290,000

The Stage 1 GPF Selection Criteria

- The project’s fit with SELEP and local economic growth objectives
- Impact of the project in creating or safeguarding new jobs, homes, and/or delivery of skills benefits
- The strength of the case for investment
- Presence of any showstopper issues or risks; and
- Compliance with core GPF eligibility criteria *(Please note all the schemes on this page appear, at face-value, to comply with the eligibility criteria. All third-party projects say they can meet the state-aid legal requirements – however, this will have to be further tested in Stage 2).*

ITEM 6

Date:	26 November 2019
Subject:	Local Growth Fund Rounds 1, 2, 3 and 3b: Delivery Progress Report
Report authors:	Kerry Clarke, LGF Programme Manager, Kent County Council Jessica Jagpal, LGF Programme Co-ordinator, Medway Council

Summary

This report provides an update on the progress in delivering Kent and Medway's Local Growth Fund (LGF) programme, including those schemes that were allocated funding as part of the most recent round of Growth Deal funding (Round 3b).

The Board is recommended to:

1. Note the update on LGF project scheme delivery
-

1. Introduction

- 1.1 £182.5 million has been allocated from the Local Growth Fund (LGF) round 1, 2 and 3 to capital projects – primarily transport schemes - in Kent and Medway.

2 Kent and Medway's Forecast LGF spend in 2019/20

- 2.1 In April 2019, SELEP received its 2019/20 LGF grant allocation of £54.915m as anticipated. In addition, a total of £57.719m LGF was carried forward from previous financial years.
- 2.2 Table 1 below illustrates the updated spend forecasts by upper tier authority for 2019/20 as presented to the SELEP Accountability Board on 15th November 2019.
- 2.3 The spend forecast for 2019/20, as reported to the South East LEP (SELEP) Accountability Board in September 2019, has been set at £18.289m for Kent and £16.555m for Medway. This is the benchmark for which delivery and spend will be monitored against for the 2019/20 financial year and which will be adjusted based on reporting to the quarterly SELEP Programme Consideration meetings.

Table 1 – LGF Spend forecast for 2019/20 by Upper Tier Authority.

LGF (£m)	Planned LGF spend in 2019/20*	Total forecast LGF spend in 2019/20 (as reported in October 2019)	Variance *	Forecast LGF spend relative to planned spend in 2019/20* (%)	Breakdown of variance	
					Additional spend/slippage identified for 2019/20 since the last board meeting	Additional spend/slippage previously considered by the Board
East Sussex	9.346	15.771	6.425	168.7%	0.050	6.375
Essex	15.210	20.458	5.248	134.5%	0.001	5.247
Kent	18.289	19.752	1.463	108.0%	-3.965	5.428
Medway	16.555	11.213	-5.342	67.7%	-1.827	-3.515
Southend	15.693	14.122	-1.571	90.0%	0.679	-2.249
Thurrock	4.410	8.631	4.221	195.7%	-1.084	5.305
Skills	0.000	0.000	0.000		0.000	0.000
M20 Junction 10a	0.000	0.000	0.000		0.000	0.000
LGF Sub-Total	79.503	89.948	10.445	113.1%	-6.146	16.590
Retained	27.811	33.579	5.768	120.7%	-2.002	7.770
Total Spend Forecas	107.314	123.527	16.212	115.1%	-8.148	24.360

*Variance between the total planned spend in 2019/20 as reported at outset of the 2019/20 financial year and the total forecast LGF spend in 2019/20, as it currently stands.

The slippage is shown as a negative value, whilst additional LGF spend is shown as a positive value.

Spend Profile for 2019/20

2.4 The total KCC LGF budget for 2019/20 = £18.289m

2.5 Current KCC LGF forecast spend for 2019/20 = £19.752m (based on update provided for November SELEP Accountability Board meeting).

- 2019/20 Q1 Actual Spend = £1.437m
- 2019/20 Q2 Actual Spend = £1.044m
- 2019/20 Q3 Predicted Spend = £5.095m
- 2019/20 Q4 Predicted Spend = £12.176m

2.6 The Kent LGF forecast spend has decreased from the forecast included in the last KMEP update report and reported to SELEP Accountability Board in September 2019. This is because the funding for Thanet Parkway for 2019/20 (£4m) has been re-profiled into 2020/21.

2.7 Total Medway LGF Budget for 2019/20 = £16.515m

2.8 Current Medway LGF Forecast spend for 2019/20 = £11.213m (based on update provided for November SELEP Accountability Board meeting).

- 2019/20 Q1 Actual Spend = £1.215m
- 2019/20 Q2 Actual Spend = £1.444m
- 2019/20 Q3 Predicted Spend = £3.233m

- 2019/20 Q4 Predicted Spend = £5.321m

3 Business case development

3.1 Project funding is only secured following the completion of a full project Business Case, its appraisal by the Local Enterprise Partnership's (LEP) Independent Technical Evaluator (ITE) (currently Steer) and approval by SELEP Accountability Board.

3.2 At the meeting of the Accountability Board on 15th November 2019, the business case for the Kent and Medway Medical School - £4m was approved. Appendix A shows a summary of the Accountability Board decision.

3.3 Across Kent and Medway, approval of a business case is required for several schemes.

3.4 One scheme in Medway requires business case sign off:

Innovation Park Medway (Rochester Airport Phase 3) - £1.5185m is due to be considered at the meeting of SELEP Accountability Board on 14th February 2020.

3.5 Furthermore, the A289 Four Elms Roundabout to Medway Tunnel is currently paused and an update report will be taken to SELEP Accountability Board in February 2020 to determine the next steps following a successful HIF bid announcement.

3.6 In Kent, The Kent Strategic Congestion Management Programme has a remaining £300k allocation which will need to be unlocked through a further business case submission or a change request.

3.7 The M2 Junction 5 - £1.6m which secured an LGF3b allocation at Investment Panel on 28th June 2019 also requires business case sign off and this is due to be considered at the meeting of SELEP Accountability Board on 14th February 2020.

4 Scheme delivery

4.1 A Red, Amber, Green (RAG) spreadsheet (shown in Appendix D and E) provides an overview of progress in delivering each of the LGF capital projects in Kent and Medway.

For the **KCC programme**:

- 12 are Green (business case approved, funding fully secured and delivery on target).
- 10 are Amber (funding not yet secured; or scheme delay or funding issue which can be mitigated);
- 2 are Red (funding not yet secured and significant cost or delivery issues).
- 7 are completed
- 5 have been removed

For the **Medway programme**:

- 4 are Green (business case approved, funding fully secured and delivery on target)
- 5 are Amber (funding not yet secured; or scheme delay or funding issue which can be mitigated)

5 Recommendations

5.1 The Board is recommended to:

1. Note the update on LGF project scheme delivery

6 Appendices:

Appendix A: Business Case Update from last SELEP Accountability Board Meeting

Appendix B: Forward Plan of Business Case submissions

Appendix C: Details of projects highlighted red in the RAG rating

Appendix D: RAG spreadsheet (Kent County Council schemes)

Appendix E: RAG spreadsheet (Medway Council schemes)

Business Case Update from SELEP Accountability Board meeting on 15th November 2019 – Appendix A

Outline business case submission dates	SELEP Accountability Board meeting date	Scheme	Description	Decision
6th September 2019	15th November 2019	Kent and Medway Medical School, Canterbury	A new state of the art Medical School to attract more medical practitioners to train and locate in Kent and Medway	To approve the award of the £4m for Phase A of the Kent and Medway Medical School NB the minutes of the SELEP Accountability Board meeting were not formalised at the time of writing this report.

SELEP Accountability Board Forward Plan – Appendix B

Outline business case submission dates	SELEP Accountability Board meeting date	Scheme	Description	SELEP ask
15 th November 2019	14 th February 2020	M2 Junction 5, Stockbury	Junction improvement scheme	To approve the LGF3b funding award of £1.6m
		Thanet Parkway	A new railway station in Thanet	To approve the revised business case for the LGF and LGF3b funding award totalling £14m
		Innovation Park Medway northern site extended enabling infrastructure (Rochester Airport Phase 3) LGF3b	Innovation Park Medway Northern site enabling infrastructure, which includes utilities and spine road.	To approve the LGF3b funding award of £1.5185m

Details of projects highlighted red in the RAG rating - Appendix C

Scheme	Description	Budget	RAG Rating
Thanet Parkway	New railway station to the west of the Cliffsend village, Thanet	£34.51m (£14m LGF, up to £17.81m KCC, £2m TDC, £0.7m EKSDC)	

Progress:

- Approval for the scheme was given at the SELEP Accountability Board on 12th April 2019, however, the LGF cannot be drawn down until SELEP receive written confirmation from Kent County Council S151 officer, following completion of GRIP Stage 4, to confirm: that the total cost estimate for the Project does not exceed those set out in section 8 of the SELEP Accountability Board report; and that all funding has been secured to enable the delivery of the Project.
- The updated project cost estimate has been provided by Network Rail based on the Governance for Rail Investment Projects (GRIP) Stage 4 single option development work. This shows an increase in the total project cost from £27.65m to £34.51m. An amended funding package has been identified to meet the increased cost, although efforts will continue to be made to reduce the cost of the scheme, especially the level crossing works which has a very high contingency included due to the current design stage.
- A full Business Case will now progress through the SELEP Independent Technical Evaluation (ITE) process to confirm that the Project continues to present value for money, in light of the increase in Project cost and that the full funding package is in place. The outcome of this assessment will be presented to the SELEP Accountability Board at its next meeting on the 14th February 2020.

Issue:

- The project has had previous funding issues and a revised working estimate was only confirmed at the end of Grip stage 4 in September 2019.
- The project is not yet able to draw down from the LGF allocation until SELEP is satisfied that the project still represents high value for money and all funding is in place to deliver the project

Mitigation:

- KCC has explored several options to fund the remaining cost of the project, which included investment from the new operator of the South Eastern Rail Franchise and/or the private sector.
- Further work has also been carried out to establish whether investment in the car park at the new station (with its income servicing a loan) would be viable. The use of developer contributions was also considered, although the uncertainty surrounding the Thanet Local Plan and the former Manston Airport site mean that confirmation of any significant contributions would be beyond the timescales required by SELEP to achieve business case sign off.
- KCC has therefore scrutinised the costings for the scheme to reduce the potential overall cost of delivering the project. To meet this revised estimate, KCC put forward the project forward for a further £4m allocation under LGF3B recognising that the Project is a priority not only for KCC but is shown in the Strategic Economic Plan (SEP) as a priority in the area to support investment and remove congestion from the roads.
- There is a proposal being put forwards for KCC Cabinet Decision on 2nd December to commit to funding the remaining gap whilst continuing to explore all potential external funding opportunities.

Scheme	Description	Budget	RAG Rating
Sturry Link Road, Canterbury	New link road connecting A28 Sturry Road to A291 Sturry Hill	£29.6m (£5.9m LGF £23.7m Developer Contributions)	

Progress:

- The outstanding planning applications, for the housing developments (being decided by Canterbury City Council) and the Project (being decided by KCC), are subject to a joint Appropriate Assessment (AA) being considered as part of the planning application and being agreed by Natural England. The AA is being prepared for Natural England's consideration and approval.
- The planning applications for the key developments are due to be determined by CCC by January 2019.
- The planning application for the Project is due to be determined by KCC by January 2019.

Issue:

- The delivery of the Project has been slower than anticipated due to the interdependency between the Project and the planning applications for the residential/ commercial development which is associated with the Project.
- The most significant Project risk is the availability of the private sector funding contributions towards the delivery of the Project. Although all the sites are allocated in the adopted Local Plan (July 2017), full planning consent has not yet been approved for any of the main three developers due to financially contribute towards the delivery of the Project.
- If satisfactory progress has not been made towards securing the full funding package and having the planning applications in place (By KCC for the delivery of the Project and by CCC in respect of the Broad Oak Farm and Sturry Developments) by the next update to the SELEP Accountability Board on the 14th February 2020, the Board will consider the reallocation of LGF to new LGF3b projects.

Mitigation:

- Potential options have been identified to manage the cash flow position and to secure developer contributions which have been identified towards the delivery of the Project.
- Though the LGF would be spent before the other funding sources, on costs such as land acquisition, it is expected that due to the latest delays and the current pause on LGF spend, that the full LGF award to the Project will not be spent in full prior to the end of the Growth Deal (31st March 2021). Therefore a report will be taken to the SELEP Strategic Board to seek approval to spend a proportion of the LGF award on the project outside of the Growth Deal.

Appendix D – Kent Schemes

Scheme	Description (Delivered by KCC unless stated)	Scheme delive ry by	Budget	LGF Spend (millions) (to 2 decimal places)	Status	RAG Statu s	Comments	Key Events for Next Period	Target outcome
Local Growth Fund Round 1 Schemes									
Sturry Link Road, Canterbury	New link road connecting A28 Sturry Road to A291 Sturry Hill - requires a crossing of both railway & river. Start of works planned for Spring 2019.	20/21	£29.60m Made up of: £5.90m LGF £23.70m match	15/16 LGF spend = £0 16/17 LGF spend = £0.40 17/18 LGF spend = £0.39 18/19 LGF spend = £ 0.29 Profiled Spend 2019/20 = £2.39 Spend to date 2019/20 = £0.04 <i>LGF spend currently on hold</i>	DETAILED DESIGN (Business Case Approved)	→	An addendum to the Environmental Statement has been issued to the planning authority. Works continuing on the s106 agreements with the developers providing the match funding. A shortlist of tenderers has been prepared following the expressions of interest and assessment of the selection questionnaire and preparation of contract documents. SELEP Accountability Board considered progress with the project on 7 th June 2019 and resolved that LGF spend should be paused until November Accountability Board, when a further report will be presented on progress with the planning and funding risks which need to be mitigated. If sufficient mitigation is not demonstrated, then the LGF allocation will be removed and reallocated through the LGF3b process.	Continue tendering process for selection of a design and build contractor. Respond to queries raised through the planning application process. Progress the draft s106 agreement. Commence drafting of Compulsory Purchase Order (CPO).	Jobs = 250 Homes = 720
Middle Deal transport improvements, Dover	New road between Albert Road & Church Lane, Deal. Scheme being prepared & delivered by developer.	18/19	£1.55m Made up of: £0.8m LGF £0.75m match	15/16 LGF spend = £0 16/17 LGF spend = £0.8 17/18 LGF spend = Match funding only 18/19 LGF spend = Match funding only Profiled to spend in	CONSTRUCTION (Business Case Approved)	→	Agreed highway technical amendments with KCC. Full drawing update in progress for technical submission. Preparing for site start which is now likely for December, delay means new anticipated completion date has been pushed back to	Remobilisation of site works. Finalise S278 and S38 agreements and start works.	Jobs = 150 Homes = 150

	(Delivery by Quinn Estates)			2019/20 = Match funding only			Q3 2020/21. Tenders received and being analysed by commercial department		
Maidstone Integrated Transport	Package of transport improvements.	16/17 to 20/21	£11.85m Made up of: £8.9m LGF £2.95m match	15/16 LGF spend = £0 16/17 LGF spend = £0.27 17/18 LGF spend = £1.11 18/19 LGF spend = £ 0.67 Profiled Spend 2019/2020 = £ 3.101 Spend to date 2019/20 = £0.57	VARIOUS STAGES OF DELIVERY (Business Cases approved for all phases)	→	Phase 1 1) A20 London Road j/w Willington Street - Detailed design continues to progress, planning application delayed due to the postponement of the public consultation. KCC sign off via various asset managers progressing including structures. Phase 2 2) Coldharbour R/bout – Design delayed by two weeks but does not affect the overall programme for delivery. Heads of Terms agreed with the RBLI and discussions being held in relation to the overage payment to the SoS. PIN for procurement to be released prior to Christmas with a procurement phase early 2020 and a construction phase commencing in April 2020. Phase 3 3) A229 Loose Road Corridor 3a) Wheatsheaf/Cripple Street/Boughton Lane. Design almost completed, awaiting responses from the public		Jobs = 1820 Homes = 1725

							<p>consultation to be able to progress any further. Looking at options for the demolition of the pub prior to the civils works, Anticipated commencement in the summer 2020.</p> <p>3b) Armstrong Road/Sheals Crescent - Awaiting responses from the public consultation to be able to progress any further.</p> <p>4) A20 London Road j/w Hall Road – Heads of Terms agreed with landowner. Planning application expected to be approved November 19. Design is due to be completed in December. Tender will commence early next year in conjunction with Coldharbour roundabout.</p>		
<p>Sittingbourne Town Centre Regeneration (developer delivered), Swale</p>	<p>Re-alignment of St. Michaels' Rd & public realm improvements adjacent to rail station. (Delivery by Spirit of Sittingbourne)</p>	<p>17/18</p>	<p>£4.7m Made up of: £2.5m LGF £2.2m match</p>	<p>15/16 LGF spend = £0.34 16/17 LGF spend = £2.16 17/18 LGF spend = £0.00 18/19 LGF spend = £0.00</p> <p>Profiled to spend in 2019/20 = Match funding only</p>	<p>CONSTRUCTION (Business Case Approved)</p>	<p>→</p>	<p>Phase 1 revisit is continuing in various areas of the overall scheme, including the resurfacing of West Street and St Michaels road. Ongoing but delayed by MSCP contractor.</p> <p>Phase 2 (main works at Station frontage) Highways works complete, snagging ongoing.</p> <p>Technical approval and legal agreements being progressed on both phase 3 (St Michael's</p>	<p>Completion of Phase 1 Re-visit.</p> <p>Southern Water phase 4 (section 2) drainage approval.</p> <p>Resolve Structures coordination on Fountain Street Retaining Wall.</p> <p>Progress Legal on Section 2.</p>	<p>Jobs = 560 Homes = 214 & training facilities</p>

							Road and Dover Street/Fountain Street) and phase 4 (St Michaels Street)	Achieve TA on Section 2. Commencement of Phase 3 Section 1. Practical Completion of Section 3, 4 and 5	
Tunbridge Wells Junction Improvements (Phase 2 - A26 Cycle Route)	Junction improvement & A264 junction changes. Phase 1 works complete. Phase 2 construction planned for 2018/19	15/16 to 18/19	£1.8m LGF	15/16 LGF spend = £0.60 16/17 LGF spend = £0.19 17/18 LGF spend = £0.05 18/19 LGF spend = £0.32 Profiled Spend 2019/20 = £0.25 Spend to date 2019/20 = £0.01	DELIVERED - PHASE 1 DETAILED DESIGN/CONSTRUCTION - PHASE 2 (Business Case Approved for full allocation)	→	Phase 2 (Section 1) delivered on time. Cycle lane and side road raised tables completed. The Phase 3 design is ongoing alongside a review of potential enhancements to Phase 1.	A review of Phase 1 will take place prior to any further work on phase 3 as it is believed additional elements to improve the cycle network may be possible.	Jobs = 105 Homes = 85
West Kent LSTF	A package of measures to support travel by sustainable means. Start of works planned for 2015/16.	15/16 to 20/21	Total across 6 years - £9.06m Made up of: £4.9m LGF £4.16m match	15/16 LGF spend = £0.8 16/17 LGF spend = £1.31 17/18 LGF spend = £0.33 18/19 LGF spend = £ 1.39 Profiled Spend 2019/20 = £0.47 Spend to date 2019/20 = £0.00	VARIOUS STAGES OF DELIVERY (Business Case Approved)	→	Tunbridge Wells Public Realm phase 2 - The main activities have been focused on completing the western footway and steps/wingwalls. Resurfacing of the last element of Mount Pleasant Road was undertaken over 2 nights - 24th and 25th October. The weather over the last month has not helped with many days of heavy and continuous rain slowing the block laying. Mount Pleasant Road was opened to traffic on 31 st October with the daytime	Tunbridge Wells Public Realm phase 2 – Completion of construction works.	Jobs = 345 Homes = 393

						<p>restrictions in place.</p> <p>It should be noted that not all work is complete, and the steps and wall cladding works will start week commencing 11 November together with planting the trees either side of the steps and some permanent signs to be erected. It is anticipated that the project will be complete mid-December</p> <p>Maidstone East station – The demolition and asbestos removal at the old Vic pub is complete. Work has now commenced to set up the new temporary ticket office to enable the station redevelopment work to begin. This will be fully functional from the 6th January 2020.</p> <p>Tonbridge Station Interchange - Project complete.</p> <p>Swanley Station - The legal agreement for transfer of LGF and CIL funding totalling £2.25 m has been signed and sealed. South Eastern have commissioned TTPP to progress the current design to GRIP 5. EqIA is complete. SDC are reporting back to the CIL Board in December to update on the</p>	<p>Maidstone East station – The completion date for the overall programme has been reviewed and is Autumn 2020.</p> <p>Tonbridge Station – Complete snagging</p> <p>Swanley Station – CIL conditions signed off and CIL released.</p>	
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							access options at the northern entrance to the station. Once the feasibility report is accepted the CIL can be transferred to KCC.		
Kent Thameside LSTF	A package of measures to support travel by sustainable means. Start of works planned for 2015/16.	15/16 to 20/21	Total across 6 years - £7.65m Made up of: £4.5m LGF £3.15m match	15/16 LGF spend = £2.05 16/17 LGF spend = £0.48 17/18 LGF spend = £0.72 18/19 LGF spend = £ 0.25 Profiled Spend 2019/2020 = £0.45 Spend to date 2019/20 = £0.04	VARIOUS STAGES OF DELIVERY (Business Case Approved)	→	<p>Barrack Row Bus Hub – The delivery programme is currently being reviewed so that it can be aligned with the improvements being progressed by KCC's Public Transport Team at Garrick Street. All tenants have now vacated the site. Detailed design is being progressed and is anticipated to be complete at the end of March 2020. The procurement process will then commence.</p> <p>Princes Rd cycle route – Construction has been delayed and is now programmed for January 2020. The vegetation was cut back as planned and the new fencing between the cycle path and the cemetery is being installed week commencing 18th November to reinstate the privacy in the cemetery. Bouygues have completed the repositioning of the streetlights.</p> <p>Gravesend Station to Cyclopark cycle route - Project Centre have now provided the updated plans, RSA and costs which are being reviewed. EDC have confirmed match funding offer</p>	<p>Barrack Row Bus Hub – Complete detailed design</p> <p>Princes Rd cycle route - Commence construction</p> <p>Gravesend Station to Cyclopark cycle route. Constuction to commence</p>	Jobs = 843 Homes = 657

							of £400k as part of their Green Corridor project. This funding is to be spent in 2019/20 FY. The scheme is programmed to start construction 21 st January 2020.		
Kent Strategic Congestion Management programme	Package of congestion management initiatives. Start of works planned for 2015/16.	15/16 to 20/21	Total across 6 years - £4.8m LGF	<p>15/16 LGF spend = £0.86 16/17 LGF spend = £0.69 17/18 LGF spend = £0.60 18/19 LGF spend = £ 0.24</p> <p>Profiled Spend 2019/20 = £0.89</p> <p>Spend to date 2019/20 = £0.13</p>	<p>VARIOUS STAGES OF DELIVERY (Business Case approved £300k remains to be unlocked via a further business case or change request)</p>	→	<p>2018/19 schemes: A229 Bluebell Hill CITS Scheme A229 CITS Scheme Resource from all partners has focussed on Brexit preparations. A final "TESTFEST" is planned for the end of November 2019.</p> <p>Wateringbury Crossroads – The scheme costs have been reviewed and there is insufficient budget to proceed with the current design. A report is being taken to TMBC JTB on 18th November to consider the options.</p> <p>Tunbridge Wells link assessment – KCC and TWBC have reviewed the options and have concluded that encouraging modal shift by providing electric bike hire would provide the best value for money. Agreement being sought from TWBC to lead the scheme and to take on the future revenue support which would be required.</p> <p>Dover TAP/ ITS assessment CCTV cameras have been ordered and are due for installation. MOVA sites are being determined with a view</p>	<p>Wateringbury Crossroads – Decision to be reached on how to progress with the scheme following receipt of the C4 estimates.</p> <p>Tunbridge Wells link assessment – Finalise agreement with TWBC</p> <p>Dover TAP – Install CCTV cameras</p>	<p>Jobs = 1903 Homes = 2230</p>

						<p>for installation. Parklets are being developed as part of a sustainable measure. All works are being coordinated with Brexit works to ensure no extra disruption is caused to the network.</p> <p>MOVA ITS team reviewing the potential sites.</p> <p>HGV Trial DfT are reviewing the powers for enforcement which are required for the scheme. The trial area for the scheme has been identified.</p>		
<p>Kent Sustainable Interventions programme</p>	<p>Package of smaller transport interventions. Start of works planned for 2015/16.</p>	<p>15/16 to 20/21</p>	<p>Total across 6 years - £3m LGF (£0.5m annually)</p>	<p>15/16 LGF spend = £0.14 16/17 LGF spend = £0.41 17/18 LGF spend = £0.53 18/19 LGF spend = £ 0.39</p> <p>Profiled Spend 2019/20 = £0.65</p> <p>Spend to date 2019/20 = £0.10</p>	<p>VARIOUS STAGES OF DELIVERY (Business Case approved)</p>	<p>→</p> <p>2018/19 schemes:</p> <p>A228 Holborough, T&M - 50mph limit now implemented and contractor in place to build toucan crossing. Programmed for completion November 2019.</p> <p>2019/20-20/21 schemes:</p> <p>Maidstone East Station Expansion – legal agreement being drafted between KCC and Southeastern who will deliver the scheme in conjunction with the wider Station Redevelopment.</p> <p>Week Street/Sandling Rd Raised Table, Maidstone: Project manager assigned and outline design has commenced.</p>	<p>Jobs = 1335 Homes = 1440</p>	

							Public Consultation planned for winter 2019 once outline design is completed.		
Kent Rights of Way improvement plan	Package of ROWIP measures. Start of works planned for 2015/16.	15/16 to 20/21	Total across 6 years - £0.3m LGF	<p>15/16 LGF spend = £0.19 16/17 LGF spend = £0.06 17/18 LGF spend = £0.14 18/19 LGF spend = £ 0.18</p> <p>Profiled Spend 2019/20 = £0.15 Spend to date 2019/20 = £0.07</p>	VARIOUS STAGES OF DELIVERY (Business Case Approved)	→	<p>2017/18 schemes in progress - Powder Mills scheme (Leigh to Tonbridge). Compensation has been paid to the landowner as part of the Footpath Creation Agreement</p> <p>2018/19 schemes in progress – St Peter’s Village scheme (extension from Aylesford to Burham. The request for Permissive Agreement for pedestrian and cycle access to MR30 /MR610 has been refused by the landowner, so the current status will remain for MR30 as Footpath with the Bridleway on current alignment. The Junction Improvement works on Church Road are scheduled to begin 28th November and a diversion route along MR10 has been agreed, with the contractor agreeing to repair and improve the surface to withhold traffic.</p> <p>Leybourne Grange – Tenders have been received for the practical works involved. The next stage is to complete the legal agreements before works commence.</p> <p>Ruckinge Dyke Bridleway – The Creation Agreement is still being agreed between Invicta Law and Taylor Wimpey</p>	Powder Mills scheme – Complete Footpath Creation Agreement and progress Legal Order to convert the Footpath to a Cycle Track	Jobs = 140 Homes = N/A

							following some amendments to plans being identified.		
Innovation Investment Fund (Growth Hub Capital)	Loan support programme.	15/16 to 20/21	Total £6m (£1m annually)	<p>15/16 LGF spend = £0 16/17 LGF spend = £0.39 17/18 LGF spend = £2.95 18/19 LGF spend = £ 0.94</p> <p>Profiled Spend 2019/20 = £1.00</p> <p>Spend to date 2019/20 = £1.19</p>	PHASE 8 (Business Case approved)	→	<p>•Phase 1 – Phase 6 – Complete with loans fully defrayed.</p> <p>•Phase 7 – 2 out of the 4 agreed loans have been partially defrayed in line with their Convertible Loan Agreements (Algaecytes Ltd £250k and Exoid technology ltd £200k).</p> <p>The offer for Ming Foods Limited (£500k) has been revoked as it was not possible for the company to meet the security or match funding requirements.</p> <p>The Structural & Weld Testing loan has not been progressed as they are still looking for suitable premises. They are now working with Locate in Kent and Swale to identify potential sites with the correct usage. It is hoped the loan can be defrayed by March 2020.</p> <p>•Phase 8</p> <p>CTO Technologies 15/05/19: Fully defrayed.</p> <p>Kafoodle 15/05/19: Declined loan (£249,283, Jobs Created 7.88, Jobs safeguarded 5), due to delays in match funding and</p>		

							needed to seek further investment from current investors. Drink Warehouse 15/05/19: Q2 19/20: Fully defrayed.		
A226 London Rd/B255 St Clements Way, Dartford	Junction improvements.	19/20	£6.9m Made up of: £4.2m LGF £2.7m match	15/16 LGF spend = £0 16/17 LGF spend = £0.73 17/18 LGF spend = £0.85 18/19 LGF spend = £ 2.64 Profiled Spend 2019/20 = £0	Construction Complete (Business Case approved)	→	Works are now complete, with completion on 29 March 2019. Some minor defects are still to be corrected, mainly around landscaping works.	Correction of remaining defects. Work towards agreement of final account and finalise Health and Safety File. Arrange formal opening ceremony.	Jobs = 2395 Homes = 890
Thanet Parkway, Thanet	New rail station.	20/21	£34.51m Made up of: £14m LGF £20.51m match	Awaiting Full Business Case Approval Actual spend in 2018/19 = £0 Profiled Spend 2019/20 = £0	GRIP STAGE 4 (Outline Business Case approved)	→	The updated project cost estimate has been provided by Network Rail based on the Governance for Rail Investment Projects (GRIP) Stage 4 single option development work. This shows an increase in the total project cost from £27.65m to £34.51m. An amended funding package has been identified to meet the increased cost, although efforts will continue to be made to reduce the cost of the scheme, especially the level crossing works which has a very high contingency included due to the current design stage. A full Business Case will now progress through the SELEP Independent Technical Evaluation (ITE) process to confirm that the Project	SELEP Accountability Board sign off Business Case	Jobs = 2100 Homes = 800

							continues to present value for money, in light of the increase in Project cost and that the full funding package is in place. The outcome of this assessment will be presented to the SELEP Accountability Board at the meeting on the 14th February 2020.		
SELEP Coastal Communities	Housing-led economic regeneration in Cliftonville West/Margate Central (Delivery by Thanet DC)	20/21	£1.529m Made up of: £0.666m LGF £0.863m match	17/18 LGF spend = £0.06 18/19 LGF spend = £ 0.51 Profiled Spend 2019/20 = £0.09 Spend to date 2019/20 = £0.00	CONSTRUCTION (Business Case approved)	→	1. 24 Ethelbert Crescent - Project completed with handover of units. Final accounts to be issued. 2. 17-21 Warwick road- 9 x 2 bed flats. Main contractor appointed. Contract duration 46 weeks. Project on track for completion by March 2020		Jobs = TBC Homes = TBC
Local Growth Fund Round 2 Schemes									
Dover Western Dock Revival	Package of highway improvements. (Delivery by Dover Harbour Board)	15/16 to 19/20	£5m LGF	15/16 LGF spend = £0 16/17 LGF spend = £4.73 17/18 LGF spend = £0.09 18/19 LGF spend = match funding only Profiled spend in 2019/20 = match funding only	CONSTRUCTION Complete (Business Case approved)	→	The marina pier opened on the 3 rd May 2019 a month earlier than in the agreement.	Receive final invoice and evidence from DHB based on Retention from main contractor.	Jobs = 1685 Homes = 500 & Enables broader Western Docks Revival scheme

Ashford International Rail Connectivity (Ashford Spurs)	Signalling upgrade to maintain international rail services at Ashford (Delivery by Network Rail)	16/17 to 18/19	£8.6m Made up of: £0.7m partner funding; £7.9m LGF	15/16 LGF spend = £0 16/17 LGF spend = £0.17 17/18 LGF spend = £4.17 18/19 LGF spend = £1.41m Profiled Spend 2019/20 = £2.143 Spend to date 2019/20 = £0.32	GRIP STAGE 6 (Delivery) (Business Case approved)	→	Excellent progress by NR (HS) and HS1 Ltd delivering the technical solution to enable Class e320 trains to serve Ashford International.	Delivery of final elements of technical solution	Jobs = 1000 Homes = 350 & Retain International Rail Services
M20 Junction 10A (now a full junction to be delivered by Highways England)	New Motorway Junction in Ashford (Delivery by Highways England)	19/20	£104.4m Made up of: £19.7m LGF £16m match £68.7m Highways England	Allocation for 2017/18 onwards (Direct from SELEP) 17/18 LGF spend = £8.30 18/19 LGF spend = £11.40 Profiled spend 2019/20 = match funding only	CONSTRUCTION (Business Case approved)	→	During November, HE will be finishing key parts of the project and reopening sections of the road to traffic. Works will include: •opening Kingsford Road footbridge •surfacing and road marking on the A2070	Scheme scheduled to open to traffic in Q3 2019 and final scheme completed in Q2 2020.	Jobs = 900 Homes = 1700

Local Growth Fund Round 3 Schemes

Dartford Town Centre Transformation	Part of a wider programme of work aimed at improving the economic performance of Dartford town centre through public sector funding of transport/public realm improvements. (Delivery by	21/22	£12m Made up of: £4.3m LGF £7.7m match	18/19 Match funding spend = £0.41 2018/19 LGF spend = £0.52 Profiled LGF Spend 2019/20 = £3.36 LGF Spend to date 2019/20 = £0.14	PHASE 1 CONSTRUCTION PHASE 2-4 Detailed DESIGN (Business Case approved)	→	The Phase 1 Works on site have progressed, with the first areas of granite paving laid. The contractor has been weekend working and clear programme gains have been made. However, further options to reduce the current programme are still being explored. A meeting was held with the developer of the former Coop site, Muse, which was positive, and information has since been exchanged. The ongoing		Jobs = 1811 Homes = 2341
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	Dartford BC)						<p>outcomes of these discussions have a direct impact upon the designs for Phases 2 and 3.</p> <p>Dartford Borough Council has been shortlisted for Future High Street Funding. If successful, this funding will enhance and expand the LGF scheme deliverables.</p>		
A2500 Lower Road Improvements Phase 1, Isle of Sheppey	Scheme to realign & improve the capacity of A2500 Lower Road/ Barton Hill Junction.	18/19	<p>£1.805m</p> <p>Made up of: £1.265m LGF £0.54m match</p>	<p>17/18 LGF spend = £0.30</p> <p>18/19 LGF spend = £ 0.97</p> <p>Profiled Spend 2019/20 = £0.00</p>	CONSTRUCTION complete (Business Case Approved)	→	<p>Phase 1 Completion agreed on 28th February 2019. There are some minor outstanding works being undertaken as part of the defect's correction.</p>	Finalise construction works for Phase 1 and complete formal transfer of land.	<p>Jobs = 1500</p> <p>Homes = 892</p>
Kent & Medway Engineering, Design, Growth & Enterprise (EDGE) Hub	Scheme to construct & equip the Kent & Medway EDGE Hub. (Delivery by Canterbury Christ Church University)	19/20	<p>£21m</p> <p>Made up of: £6.12m LGF £14.88m match</p>	<p>17/18 LGF spend = £1.95</p> <p>18/19 LGF spend = £ 4.17</p> <p>Profiled Spend 2019/20 LGF = £0 - Match Funding only</p>	CONSTRUCTION (Business Case Approved)	→	<p>Good progress continues to be made across all the project work streams. Building handover is still on schedule for handover in summer 2020 in good time for the first students in September that year. The final autumn 2019 student recruitment numbers have been confirmed and the target of 122 students will be exceeded.</p>	Further good progress is expected on the new building, and ongoing development of the main project work streams.	<p>Jobs = 398</p> <p>Homes = 0 Learners = 1250</p>

Leigh Flood Storage Area & East Peckham - unlocking growth	Scheme to reduce the risk of flooding in the catchment. (Delivery by Environment Agency)	22/23	£24.691m Made up of: £4.636m LGF £20.055m match	18/19 LGF spend = £ 0.98 Profiled Spend 2019/2020 = £1.37 Spend to date 2019/20 = £0.30	DETAILED DESIGN (Phase 1 Business Case approved by SELEP in September 2018)	→	Outline design for planning is 80% complete. All surveys for planning completed, meeting with TMBC planning officer to agree submission documents programmed for November. 70% of Statutory responses to Medway Flood Relief Act consultation received. Ongoing consultation with landowners and other organisations required to agree design solutions.	Medway Flood Relief Act changes to be drafted for consultation. Agreement with utility providers for design of Hildenborough pumping station. All other design and consultation work ongoing.	Jobs = 70 Homes = 850
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ADDITIONAL SCHEMES

Open Golf Champions hip 2020	Transport Improvements at Sandwich Station (Delivery by Network Rail)	19/20	£3.546m Made up of: £1.09m LGF £2.456m match	18/19 LGF spend = £ 0.04 Profiled Spend 2019/20 = £1.33 Spend to date 2019/20 = £0.20	GRIP Stage 5 (Detailed Design) (Business Case Approved)	→	NR contractors BAM Nuttall on site for site clearance preparatory work. Revised and final project programme completed by NR and distributed to all stakeholders. Project completion date remains 31.05.20.	Further planning permission to be obtained from Dover DC for use of adjacent track and field for access for installation of crane for delivery of new footbridge (due May 2020). This new planning permission, expected by January 2020, will not delay project in any way.	Jobs = TBC Homes = TBC
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LGF3B SCHEMES

M2 Junction 5 Improvements	Junction improvements at M2 junction 5, Stockbury	20/21	£1.6m LGF	<p>Profiled LGF spend 2019/20 = £0.00</p> <p>Profiled LGF spend 2020/21 = £1.60</p>	Detail design – (Business Case preparation)	↑	Business case has been submitted to SELEP ITE for presentation to SELEP Accountability Board on 14 th February 2020.	Business case sign off in February 2020 and release of LGF3b funding	Jobs = tbc Homes = tbc
Kent and Medway Medical School – Phase 1	New medical school at Canterbury Christchurch University and University of Kent campuses	20/21	<p>£20.84m</p> <p>Made up of: £4m LGF £16.84m Match (£7.244m CCU and £9.6m UoK)</p>	Profiled LGF spend 2019/20 = £4.00	CONSTRUCTION – (Business Case Preparation)	↑	Business case has been submitted to SELEP ITE for presentation to SELEP Accountability Board on 15 th November 2019. Construction is progressing ahead of release of LGF at the risk of the Universities. Good progress is being made and the Medical School is on track to open for new cohort of students in September 2020.	Business case sign off in November and release of LGF3b funding	Jobs = 130.7 FTE Learners = 1018

SCHEMES COMPLETED OR REMOVED

Folkestone Seafront Resurfacing Shepway	Resurfacing of Tontine Street (in conjunction with S106 works).		<p>£0.65m</p> <p>Made up of: £0.5m LGF £0.15m S106</p>	Scheme Delivered – 2015/16				N/A
Maidstone Gyratory Bypass, Maidstone	A229 Gyratory Bypass, Fairmeadow.		<p>£5.74m</p> <p>Made up of: £4.6m LGF £1.14m match</p>	Scheme Delivered – December 2016				Jobs = 1250 Homes = 2000
M20 Junction 4 Eastern Overbridge	Widening of existing motorway overbridge.		<p>£5.69m</p> <p>Made up of: £2.2m LGF £3.49m match</p>	Scheme Delivered – February 2017				Jobs = 745 Homes = 1695

Tonbridge Town Centre Regeneration	Tonbridge High Street and adjacent transport improvements.		£2.65m Made up of: £2.4m LGF £0.25m match	Scheme Delivered (Phase 1 completed - High Street improvements June 2016 Phase 2 completed - River Walk improvements April 2017 / Hadlow Road/Cannon Lane jct improvements completed September 2016)	Jobs = 366 Homes = 1000
Maidstone sustainable access to employment areas	New River Medway Pathway between Aylesford & Allington Lock.		£3m Made up of: £2m LGF £1m match	Scheme Delivered (Main works complete - May 2017).	Jobs = 350 Homes = 475
Rathmore Road Link, Gravesend	New 2-way link road between Stone Street & Darnley Road		£9.5m Made up of: £4.2m LGF £5.3m match	Scheme Delivered in January 2018 (Opening ceremony held on Friday 19 th January 2018)	Jobs = 215 Homes = 390
Folkestone Seafront (developer delivered)	Construction of platform & sea defences to facilitate development of Seafront.		£22.11m Made up of: £5m LGF £17.11m match	Scheme Delivered (Main works complete – April 2018)	Jobs = 450 Homes = 1000
Westenhanger Lorry Park, Fort Halstead, A2 Off-Slip at Wincheap, Sturry ITP, East Peckham Flood Defence and A28 Chart Road.	Projects removed from programme following approval by KMEP & SELEP AB				

Updated RAG Status for Kent Projects

Jan-18	Mar-18	May-18	Jul-18	Sep-18	Nov-18	Mar-19	Jun-19	Sep-19	Nov-19
3 red	4 red	6 red	5 red	5 red	3 red	3 red	2 red	1 red	2 red
10 amber	10 amber	8 amber	9 amber	9 amber	10 amber	10 amber	9 amber	11 amber	10 amber
13 green	12 green	12 green	12 green	12 green	12 green	12 green	12 green	12 green	12 green
1 is not required to spend until later in the programme; 1 removed and 6 complete	1 is not required to spend until later in the programme; 1 removed and 6 complete	1 is not required to spend until later in the programme; 1 removed and 6 complete	1 removed and 7 complete	1 removed and 7 complete	2 removed and 7 complete	2 removed and 7 complete	4 removed and 7 complete	5 removed and 7 complete	6 removed and 7 complete
34	34	34	34	34	34	34	34	36	36

Methodology Green (business case approved, funding fully secured and delivery on target).
 Amber (funding not yet secured; or scheme delay or funding issue which can be mitigated);
 Red (funding not yet secured and significant cost or delivery issues).

Key for Kent spreadsheet: The arrows denote the direction of travel.

↑	denotes significant improvement/progress in scheme delivery
→	denotes a similar position as reported at the last KMEP meeting
↓	denotes scheme delivery experiencing a delay

Appendix E – Medway Schemes

Scheme	Description	Scheme delivery by	Budget and LGF spend	Status	RAG Status	Comments	Key Events for Next Period	Target out-comes
Local Growth Fund round 1 schemes								
A289 Four Elms roundabout to Medway Tunnel	Highway capacity improvements to provide journey time savings and reduced congestion.	Q4 21/22	<p style="text-align: center;"><u>BUDGET</u></p> <p style="text-align: center;">Revised budget = £11.564m* Made up of: - £11.1m LGF - £0.464m match funding</p> <p style="text-align: center;"><u>LGF SPEND</u></p> <p>15/16 LGF spend = £0.298m 16/17 LGF spend = £0.402m 17/18 LGF spend = £0.347m 18/19 LGF spend = £0.393m 19/20 LGF spend to Q2 = £0.081m</p>	DESIGN (Outline Business Case Approved)	→	<p>A revised Business Case was considered by Accountability Board on 23 February 2018 and approval was given for the release of an initial £3.5m of the LGF allocation.</p> <p>Detailed design for the project is complete.</p> <p>The project was paused awaiting a decision from MHCLG on Medway Council’s Housing Infrastructure Fund (HIF) bid. On 1 November 2019 it was announced that Medway’s £170m HIF bid has been successful. The funding has been agreed subject to a final funding agreement. An update report will be provided to the 14 February SELEP Accountability Board.</p>	An update will be provided to the 14 February SELEP Accountability Board	Jobs = 7688 Homes = 4433

Stroud town centre	Journey time and accessibility enhancements to the town centre including changes to the highway and improved public realm	Q4 19/20	<p><u>BUDGET</u> Total budget = £10.27m Made up of: - £9.0m LGF - £1.27m match funding</p> <p><u>LGF SPEND</u> 15/16 LGF spend = £0.2m 16/17 LGF spend = £1.772m 17/18 LGF spend = £0.944m 18/19 LGF spend = £1.384m 19/20 LGF spend to Q2 = £1.550m</p>	CONSTRUCTION (Business Case Approved)	→	<p>A request to extend the project to 19/20 was approved by Accountability Board in November 2018.</p> <p>Major carriageway surfacing works are now complete. Officers are liaising with Network Rail on bridge refurbishment and installation of architectural lighting. Officers continue to engage with St. Nicholas church to agree the church architectural lighting. Preparation for tree planting has begun.</p> <p>Works continue with completion expected by end of Q4 2019/20.</p>	Work will continue on-site to deliver the remainder of the project.	Jobs = 360 - 450 Homes = 600 - 815
Chatham town centre place-making and public realm package	Improving the link between Chatham railway station and Chatham town centre and waterfront area and provision of a new civic space.	Q2 19/20	<p><u>BUDGET</u> Total budget = £4.9m Made up of: - £4.0m LGF - £0.9m match funding</p> <p><u>LGF SPEND</u> 15/16 LGF spend = £0.870m 16/17 LGF spend = £0.945m 17/18 LGF spend = £0.881m 18/19 LGF spend = £0.747m 19/20 LGF spend to Q2 = £0.756m</p>	CONSTRUCTION (Business Case Approved)	→	Work is complete on all elements of the scheme, with the exception of some minor snagging at Chatham Railway Station.	Event to mark completion of works to be scheduled in Q3 2019/20.	Jobs = 6271 Homes = 3682

Medway Cycling Action Plan	A range of measures designed to improve access to cycling in the Medway area and improve upon and expand existing cycle facilities.	End 18/19	<p>BUDGET Total budget = £2.8m Made up of: - £2.5m LGF - £0.3m match funding</p> <p>LGF SPEND 15/16 LGF spend = £0.228m 16/17 LGF spend = £1.15m 17/18 LGF spend = £0.919m 18/19 LGF spend = £0.203m</p>	COMPLETE (Business Case Approved)	→	<p>The project is complete.</p> <p>All construction work of cycle route in line with the Medway Cycling Action Plan has now been completed and 13.6km of cycle route has been delivered across Medway.</p> <p>All LGF funding has been spent, in line with the target set in April 2018.</p>	<p>All construction works are now complete.</p> <p>Work continues on SELEP baseline and post completion reports.</p>	<p>Jobs = 390</p> <p>Homes = 261</p>
Medway City Estate connectivity improvement measures	An integrated package of infrastructure measures aimed at addressing the existing barriers to movement to and from and within the Medway City Estate.	Phase 1 Q2 2017 Phase 2 Q4 20/21	<p>BUDGET Total budget = £2.094m Made up of: - £2m LGF - £0.094m match funding</p> <p>LGF SPEND 15/16 LGF spend = £0.3m 16/17 LGF spend = £0.181m 17/18 LGF spend = £0.035m 18/19 LGF spend = £0.088m 19/20 LGF spend to Q2 = £0.018m</p>	<p>PHASE 1 – COMPLETE (Business Case Approved)</p> <p>PHASE 2 - CONSTRUCTION (Business Case Approved)</p>	→	<p>Phase 1 works which focus on improving egress from Medway City Estate are complete. The traffic signals are operational and there are indications that there has been an improvement in journey times for vehicles leaving Medway City Estate during the evening peak.</p> <p>SELEP Accountability Board awarded the funding for Phase 2 on 13 September. Phase 2 will deliver a dedicated slip road from Anthony’s way onto Berwick Way.</p> <p>Phase 2 ground investigation works have begun.</p>	<p>The impact the Phase 1 works have had on the flow of traffic leaving Medway City Estate will continue to be monitored.</p> <p>Phase 2 works will continue.</p>	<p>Jobs = 390</p>
Non-transport schemes - LGF rounds 2 and 3								

Rochester Airport - phase 1	Introduction of Innovation Park Medway. Phase 1 of the project involves improvements to airport infrastructure - works which are required to facilitate the development of the Innovation Park.	19/20	<p>BUDGET Total budget = £4.4m</p> <p>Additional Council match funding may be required, below £500k threshold in SELEP Assurance Framework.</p> <p>LGF SPEND 15/16 LGF spend = £0.0m 16/17 LGF spend = £0.179m 17/18 LGF spend = £0.182m 18/19 LGF spend = £0.260m 19/20 LGF spend to Q2 = £0.195m</p>	CONSTRUCTION (Business Case approved)	→	<p>Following an independent review of construction costs which highlighted that it was no longer possible to deliver all the outputs as stated in the original Business Case, a change in project outputs was proposed. In June 2018 the SELEP Accountability Board approved this change, on the basis that all project outcomes, including safeguarding existing jobs, creating new jobs, releasing the land required for Innovation Park Medway and safeguarding the future of Rochester Airport would still be met.</p> <p>All aspects of the project now have planning approval.</p> <p>The contractor Kier have commenced works on hangar 3 and have undertaken structural and electrical surveys.</p>	The contractor will continue with works including trenching of services.	Jobs = 37
Innovation Park Medway (Rochester Airport - phase 2)	Introduction of an Innovation Park at Rochester Airport. Phase 2 of the project involves infrastructure works to enable the development of the Innovation Park.	20/21	<p>BUDGET Total budget = £48.67m Made up of: - £3.7m LGF - £44.97m match funding</p> <p>LGF SPEND 17/18 LGF spend = £0.0m 18/19 LGF spend = £0.099m 19/20 LGF spend to Q2 = £0.059m</p>	DESIGN (Business Case approved)	→	<p>The Business Case was approved at SELEP Accountability Board in February 2019.</p> <p>Work has begun on detailed design for the access road and infrastructure across the site.</p> <p>An update report was discussed at the 15 November SELEP Accountability Board.</p>	Design works will continue.	Jobs = 1544
Innovation Park Medway (Rochester Airport - phase 3)	Innovation Park Medway extended Northern site enabling infrastructure.	20/21	<p>BUDGET £1.5185m LGF</p>	BUSINESS CASE TO BE ASSESSED	→	<p>The project has been prioritised by SELEP Investment Panel for LGF3b funding.</p> <p>The Business Case was submitted in July and will be considered at the 14 February 2020 SELEP Accountability Board.</p>	The project awaits a funding decision at 14 February SELEP Accountability Board.	

Civic Centre site, Strood - flood mitigation measures	Improvements to flood defences at the former Civic Centre site to enable the development of the site. The former Civic Centre is a prime development site offering views across the river to Rochester Castle and Cathedral.	18/19	<p>BUDGET Total budget = £92m Made up of: - £3.5m LGF - £88.5m match funding</p> <p>LGF SPEND 15/16 LGF spend = £0.0m 16/17 LGF spend = £0.0m 17/18 LGF spend = £1.122m 18/19 LGF spend = £2.378m</p>	CONSTRUCTION (Business Case approved)	→	<p>The LGF element of the project is complete.</p> <p>Planning consent has been granted and detailed design, piling work and the land raising are all complete. The flood works contractors have left site. The flood gates will be installed once Rochester Bridge Trust works are complete.</p> <p>All LGF funding has been spent, in line with the target set in April 2018.</p>	The flood gates are to be installed.	Jobs = 610 Homes = 325
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Updated RAG Status for Medway Projects:

RAG Status								
March 2018	May 2018	July 2018	September 2018	November 2018	March 2019	June 2019	September 2019	November 2019
0 red	0 red	1 red	0 red	0 red	3 red	1 red	0 red	0 red
2 amber	1 amber	0 amber	3 amber	3 amber	1 amber	4 amber	5 amber	5 amber
4 green	6 green	6 green	5 green	5 green	4 green	4 green	4 green	4 green
2 not required to spend until later	1 not required to spend until later	1 not required to spend until later	0 not required to spend until later	0 not required to spend until later	0 not required to spend until later	0 not required to spend until later	0 not required to spend until later	0 not required to spend until later
8	8	8	8	8	8	9	9	9

Methodology

Green (business case approved, funding fully secured and delivery on target).

Amber (funding not yet secured; or scheme delay or funding issue which can be mitigated);

Red (funding not yet secured and significant cost or delivery issues).

Key for spreadsheet: The arrows denote the direction of travel.

↑
→
↓

denotes significant improvement/progress in scheme delivery

denotes a similar position as reported at the last KMEP meeting

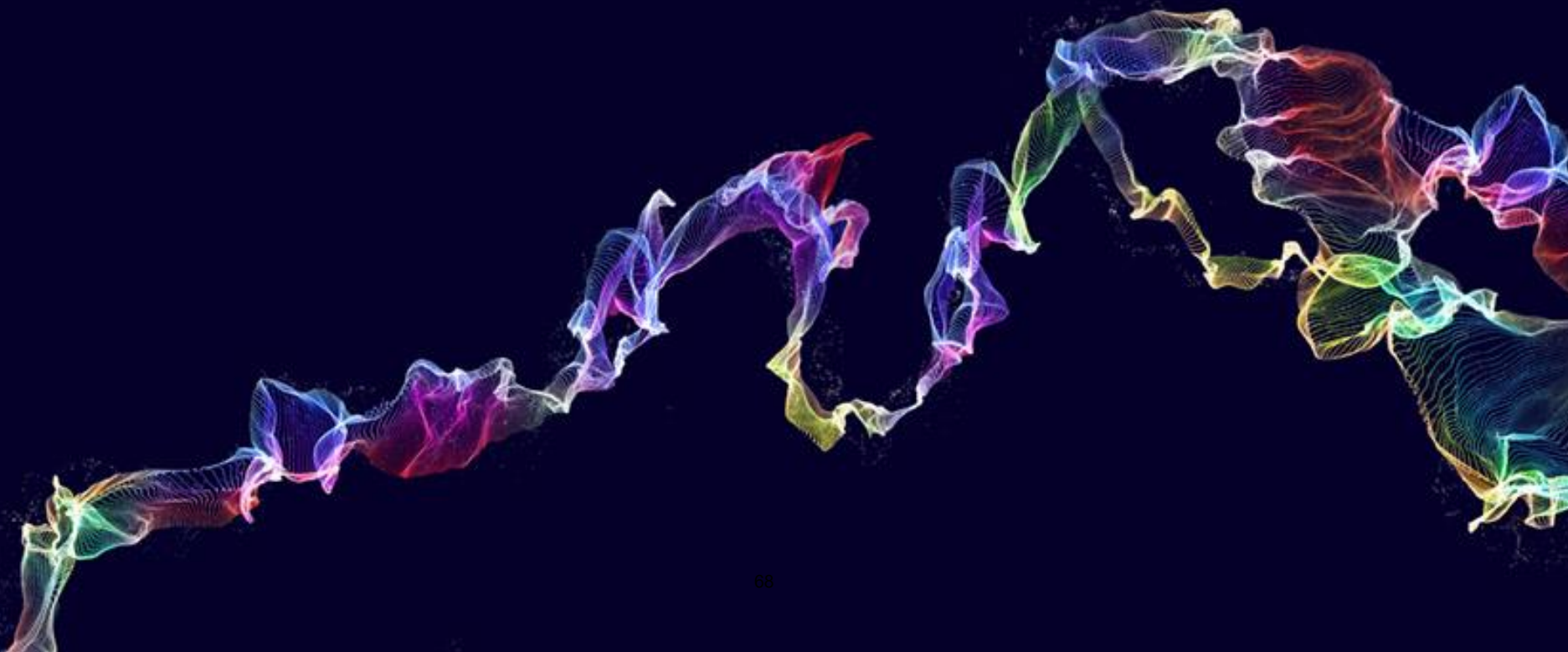
denotes scheme delivery experiencing a delay

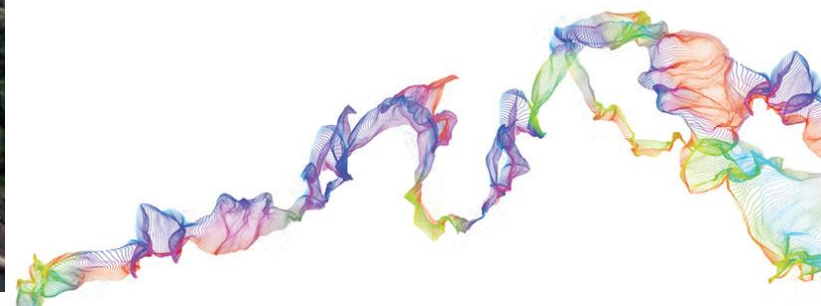
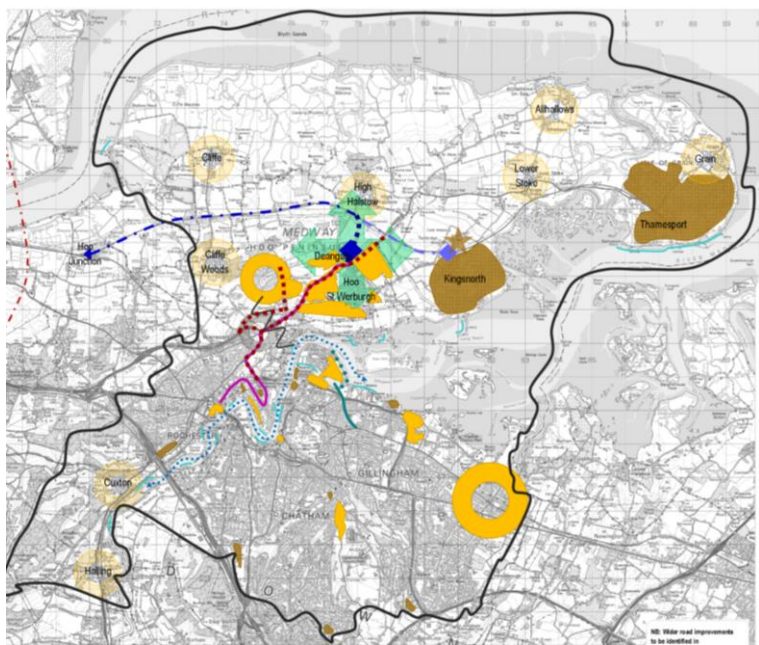
Medway City of Culture 2025



KMEP – 26 November 2019

Richard Hicks -Director, Regeneration, Culture, Environment and Transformation & Deputy Chief Executive





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- INNOVATION STUDIOS MEDWAY
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WATER ACCESS AND MARITIME LEISURE OFFER

RICH HERITAGE - OUTSTANDING TOURIST DESTINATION

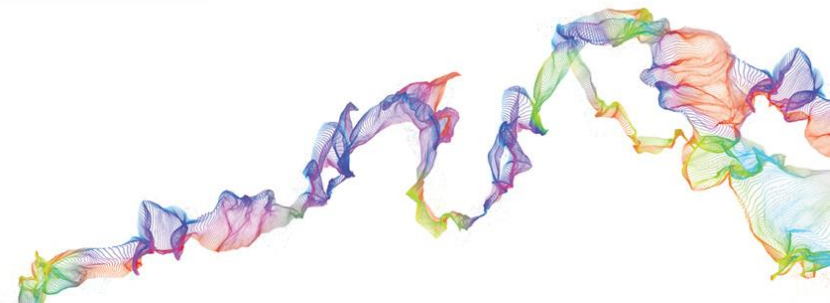
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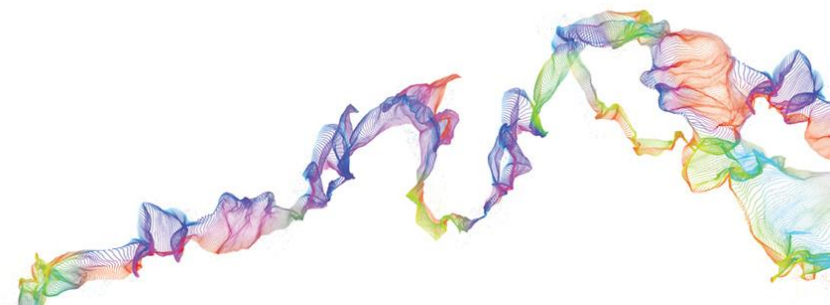
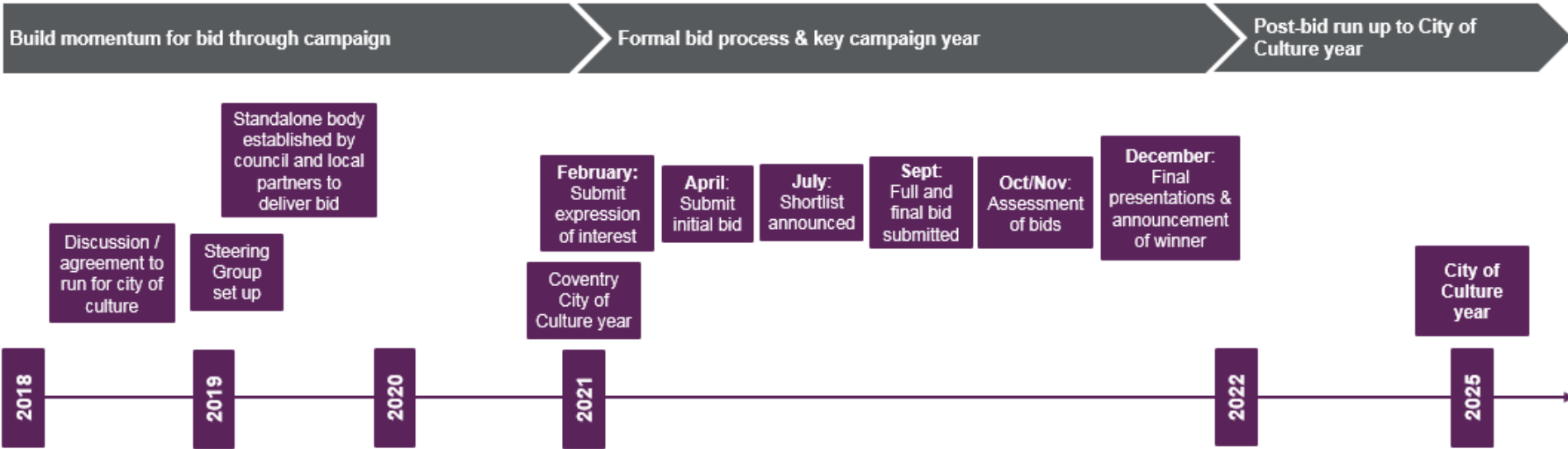
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Timescales





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ITEM 8

Date: 26 November 2019

Subject: KMEP Terms of Reference

Report author: Sarah Nurden, KMEP Strategic Programme Manager

Summary

The LEP Review, led by central Government, necessitates revisions to the KMEP terms of reference.

The Board is asked to vote on the adoption of the terms of reference, shown in the appendix.

1. Background

- 1.1 The changes to the National Assurance Framework (NAF), Local Assurance Framework (LAF), and the adoption of a SELEP board recruitment policy necessitate revisions to the KMEP Terms of Reference, and the adoption of a new KMEP business board member recruitment policy. These proposed changes were discussed at the last KMEP board meeting on 24 September 2019.
- 1.2 Two actions arose from the KMEP discussion. Firstly, legal counsel was sought on the proposed terms of reference; the draft terms of reference in the appendix incorporate this guidance. Secondly, the ability to co-opt up to three retired business leaders onto the board has been added as requested.
- 1.3 The revised draft terms of reference were circulated to KMEP board members via electronic procedure on 10th November, and KMEP board members were asked to indicate by 15th November if any additional changes should be made. A few minor amendments were received, which are shown through 'track changes'.

2. Recommendation

- 2.1 The KMEP Board Members are asked to vote on the adoption of the attached terms of reference shown in the appendix.

DRAFT TERMS OF REFERENCE

To be considered for adoption on 26 November 2019

These terms of reference can be read in conjunction with the attached glossary.

1. Purpose

- 1.1 This document sets out the terms of reference for the Kent and Medway Economic Partnership (KMEP). Amongst its functions, the Partnership acts as the Federated Board for the Kent and Medway area in the South East Local Enterprise Partnership (SELEP).

2. Aims and functions of the Kent and Medway Economic Partnership

- 2.1 KMEP is a private-public sector unincorporated association which aims to drive forward economic growth and prosperity in Kent and Medway.
- 2.2 Working collectively, the Partnership is responsible for:

Strategy:

- Shaping, defining, endorsing, signing-off and monitoring the strategic economic plans for Kent and Medway.
- Considering and developing responses to new economic opportunities and challenges in Kent and Medway.
- Driving forward the vision for economic growth in Kent and Medway.
- Working with SELEP and its other federated boards to collaboratively develop evidence-based strategic economic strategies and action plans for the SELEP region. This includes (but is not limited to) the Local Industrial Strategy, which identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across the area.

Allocation of funds for Kent and Medway:

- Openly and widely advertising the call for new project applications in Kent and Medway when new funding rounds are announced by SELEP.
- Considering the local strategic economic investment priorities that will drive forward economic growth in Kent and Medway.
- Working with ~~the~~ SELEP to publish arrangements for developing, prioritising, appraising and approving projects, with a view to ensuring that a wide range of delivery partners can be involved.
- Recommending a pipeline of projects seeking funding to the SELEP Investment Panel that has been prioritised on merit by KMEP in an open and transparent manner according to local strategic fit and the published arrangements set by ~~the~~ SELEP.
- Overseeing SELEP investment programmes within the agreed local tolerance levels for spending and delivery.

- Monitoring, evaluating and reporting on the impacts of the project activities that use funding devolved from SELEP to Kent and Medway to improve productivity across the local economy.

Co-ordination and Engagement:

- Using our convening power to bring together partners from Kent and Medway's private, public, higher education, further education, and third sectors, and utilising their knowledge and expertise to ensure prioritisation and strategy delivery to provide the greatest benefit in terms of achieving economic growth in the area (for example by co-ordinating responses to economic shocks).
- Actively, deliberately and constructively engage with wider stakeholders and other regeneration organisations, including national and local partners such as: Government Departments, sub-national bodies, all local authorities, third sector representatives, community interest groups, universities and research institutions, and other LEPs in order to collect information which can be factored into decisions and recommendations.
- Championing the work of KMEP and SELEP to local communities.
- Providing local engagement with, and feedback to, the general public about future strategy development and progress against delivery of the Local Industrial Strategy and Growth Deal (including key projects) via the KMEP website.
- Agreeing the KMEP representation on the SELEP Strategic Board, and advising the SELEP Chairman and CEO of any changes in representation.
- Reviewing the SELEP board papers circulated in advance of a board meeting to the extent that these are capable of lawfully being shared with KMEP.
- Considering and canvassing the views of KMEP (whether the collective view of KMEP or the individual participants within KMEP) in advance of SELEP board meetings. This information can support SELEP directors, who are required to use all of their knowledge, skill and experience, howsoever obtained, when making SELEP board decisions.
- Collaborating across boundaries with other economic partnerships, LEPs, and the LEP network as appropriate, and being open to peer review.
- Ensuring ongoing local engagement with public and private sector partners to inform key decisions and set out how they will evidence effective engagement.
- Working with local partners and project promoters to co-ordinate reports as required to the SELEP Strategic and Accountability Boards, and SELEP Investment Panel.

Advocacy:

- Collaborating with a wide range of local partners to provide a strong, informed and independent voice for Kent and Medway businesses and local government at national and regional level.
- Representing the economic interests of Kent and Medway to the South East Local Enterprise Partnership.
- Championing successes within Kent and Medway, including bringing to the attention of Government local growth projects which should be recognised as innovative, or examples of best practice, and ensuring that stakeholders are able to make informed decisions on local growth matters.

3. Governance

- 3.1. ~~The Partnership~~ KMEP shall be governed by a **Partnership Board** ('The Board'), which shall fulfil the functions set out in para. 2.2.

3.2 A brief formal assurance statement will be published on an annual basis on the status of KMEP's governance and transparency on www.kmep.org.uk by the Chairman and KMEP Strategic Programme Manager.

4. Membership of the Partnership Board

4.1 The Board is business-led, with at least 50% of its membership originating from the private sector and private-sector membership organisations.

4.2 The Board shall consist of 33 members, as follows:

- Business and Industry Leaders (14)
- Representatives from private-sector membership or subscription organisations (3).
Specifically, from the:
 - Kent Invicta Chamber of Commerce (KICC)
 - Federation of Small Business (FSB)
 - Institute of Directors (IOD)
- All the Local Authority Leaders in Kent and Medway, which are:
 - The Leader of Kent County Council (1)
 - The Leader of Medway Council (1)
 - Leaders of Kent District Councils (12)
- Higher education representative (1)
- Further education representative (1)

4.3 The process for recruiting/appointing these members is explained in sections 7-10.

4.4 KMEP shall have power to co-opt up to three other board members as it may from time to time judge necessary to assist it in the discharge of its responsibilities. This includes the ability to co-opt retired business leaders to the KMEP board.

4.5 All KMEP co-opts ~~may~~can participate in KMEP board votes, but cannot represent KMEP on the SELEP Strategic Board (as per the SELEP recruitment policy).

4.6 Co-opts may join the board at the invitation of the Chairman, in consultation with the KMEP board members, up to a specified time limit. (The time limit will be agreed at the time of invitation).

5. Other participants in KMEP board discussions

5.1 Should a Board member be unable to attend a Board meeting, s/he may nominate an alternate to take his/her place. A public-sector alternate should be a member of the Local Authority's Executive. A private-sector alternate should hold a senior position in a business. In such cases, the Board member should notify the Chairman in advance, via the KMEP Secretariat.

5.2 The SELEP CEO will be invited to attend the KMEP board meetings, acting in a non-voting capacity. In addition, the civil servant working for the Cities and Local Growth Unit (CLGU) tasked with SELEP engagement, will routinely be invited to observe the meetings and may, at the discretion of the KMEP Chairman, participate in discussion.

- 5.4 Other participants may be invited to attend KMEP and participate in discussion (subject to the Conflicts of Interest procedure set out later in this document) at the discretion of the Chairman. However, they shall not be considered to be board members. Other participants may include representatives of agencies with a significant economic or strategic planning role, such as (*inter alia*) the Environment Agency, Highways England, or Homes England.
- 5.3 Officers shall attend board meetings where they are presenting papers or other information for the Board's consideration.

6. Quorum

- 6.1 The quorum of the board shall be 13 of which no fewer than 7 shall be ~~business private-sector~~ private-sector representatives.
- 6.2 Should a board meeting not be quorate, the Chairman may arrange a special meeting of the board to deal with outstanding business, or may allow business to adjourn to the following ordinary board meeting, or may allow board members to convey their views electronically to all the other board members via the Secretariat.

7. Recruitment of Business and Industry Leaders to the KMEP Board, and their term of office

- 7.1 The Board shall seek to ensure a balanced representation of business and industry leaders, reflecting Kent and Medway's geography, the diversity of its business base (by size, sector and scale), and the diversity of its business leaders (see section 24 '*equality and diversity*' for more details).
- 7.2 The appointment of business and industry leaders to the KMEP board is conducted through a competitive procedure which is open, transparent and non-discriminatory. The recruitment process is staggered for business leaders, with nine positions being advertised and recruited to in even years (i.e. 2022, 2024, etc), and the remaining eight positions in odd years (e.g. 2021, 2023, etc)¹. There is also the facility to recruit board members following a vacancy mid-term (please see appendix A for more details).
- 7.3 The recruitment process for business and industry leaders is set out in appendix A of these terms of reference. The role specification for business members is set out in appendix B.
- 7.4 The term of office for the business leaders is two years, following which they may be reappointed for an additional successive term. All KMEP business leaders, who wish to reapply for another term, must follow the open-call procedure outlined in appendix A. A business leader can serve a maximum of three 2-year terms (i.e. 6 years in total) starting from 2020.

8. Recruitment of representatives from membership or subscription organisations to the KMEP Board, and their term of office.

- 8.1 The KMEP Secretariat will write biennially to the three named private-sector membership/subscription organisations, asking for the name of their nominee to apply to sit on the KMEP board.

¹ An exception will be made for the KMEP recruitment for 2020, when all business member positions will be advertised as per Central Government's LEP Review requirement.

8.2 There is no maximum number of terms that can be served by a representative from the membership/subscription organisations. The rationale for this decision is that KMEP wishes to maximise its local engagement and reach as many businesses as possible.

9. Appointment of local authority leaders to the KMEP board, and their term of office

9.1 A Local Authority Leader's appointment to the Board is automatic following their election as Council Leader. Their term of office will run concurrently with his/her tenure as Leader of the Council.

9.2 A Local Authority Leader may choose to delegate his/her membership to a Cabinet Member/Portfolio Holder if he/she wishes.

10. Appointment of Higher Education and Further Education representatives to the KMEP Board and their term of office

10.1 The HE & FE representatives shall be selected by the universities and FE colleges located in Kent and Medway.

10.2 The KMEP Secretariat will email all the Vice-Chancellors of Kent and Medway Universities, asking them to collectively confirm their preferred HE representative on an annual basis. Likewise, an email will be sent to all the Further Education College Principals asking them to collectively confirm their preferred representative on an annual basis.

10.3 There is no maximum term of office for a HE or FE representative.

11. Termination of KMEP Membership

11.1 Members may resign from the Board by giving no fewer than 28 days' notice to the Chairman and Secretariat.

11.2 Continued KMEP membership is conditional on appropriate attendance, contribution, collaboration, constructive engagement ~~and collaborative spirit~~, and compliance with KMEP policies. The KMEP Chairman may choose to review an individual's membership if they believe these conditions are not being met.

11.3 In the case of 11.2, where the Chairman believes a private sector representative is not meeting these conditions, the Chairman will convene a special meeting with the KMEP Vice-Chairmen. The Chairman will give written notification to the KMEP member under review at least 28 days before the meeting, explaining in short why the review has been triggered and giving them the opportunity to respond in writing. The KMEP Chairman and Vice-Chairmen will consider the case at their meeting, and a consensus must be achieved if the individual's membership is to be terminated. Where the KMEP Chairman and Vice-Chairmen choose to bring an individual's membership to an end through early cessation, the Chairman will write to the individual member officially terminating their membership.

11.4 In the case of 11.2, where the Chairman believes a public sector representative is not meeting these conditions, the Chairman will write to the Kent Leaders asking them to discuss the issue at their next Kent Leaders' meeting, so the local authorities can jointly decide the appropriate next steps.

12. Selection of the KMEP Chairman and Vice-Chairmen

12.1 The KMEP Chairman and Vice-Chairmen shall be either business leaders or representatives from private-sector membership organisations.

12.2 The KMEP Chairman shall be elected by a simple majority of the 17 KMEP board members that are business leaders and private-sector membership organisation representatives at a vote that will take place annually every two years (or following the Chairman's resignation mid-term).

12.3 The recruitment process for KMEP Chairman is set out in appendix C and the Chairman Specification in appendix D of these terms of reference.

12.4 The KMEP Chairman is given the discretion to nominate up to two KMEP Vice-Chairmen to support him/her in his/her tasks and attend meetings as his/her representative. The Chairman's nominations will be sent to the business leaders and representatives from the private-sector membership organisations for ratification by a simple majority, via electronic procedure.

12.5 The Chairman shall preside at meetings of the Board. In the absence of the Chairman, one of the Vice-Chairman shall preside. In the absence of the Chairman and the two Vice-Chairmen, the Board shall elect any Member of the Board to act as Chairman for that meeting only by a simple majority.

13. Selection of KMEP business representatives to sit on the SELEP board

13.1 The composition of the SELEP Strategic Board is determined by the South East Local Enterprise Partnership.

13.2 In 19/20, SELEP invites KMEP to nominate eight KMEP board members to sit on the SELEP Strategic Board. These nominees are:

- The KMEP Chairman
- The two KMEP Vice-Chairmen
- A KMEP business representative
- The Leader of Kent County Council (or his alternate)
- The Leader of Medway Council (or his alternate)
- A District Council Leader from the east of the county. The KMEP Chairman will email all the East Kent District Council Leaders to ask them to decide amongst themselves whom they wish to act as their nominee. An email will be sent on an annual basis; the District Leaders have the right to reappoint the representative to serve the following year.
- A District Council Leader from the west/north of the county. The KMEP Chairman will email all the West Kent and Thames Gateway District Council Leaders to ask them to decide amongst themselves whom they wish to act as their nominee. An email will be sent on an annual basis; the District Leaders have the right to reappoint the representative to serve the following year.

13.3 From March 2020, SELEP will become a legal personality, and the membership of its Strategic Board will be renewed so it is aligned to the new governance requirements set out in 'Strengthened LEPs', published by the Government in July 2018.

13.4 The membership of the SELEP Strategic Board from the end of March 2020 will be as follows:

- SELEP Chairman (1)
- SELEP Deputy Chairman (1)
- Leader of Kent County Council (or their Cabinet Member alternate) (1)
- Leader of Medway Council (or their Cabinet Member alternate) (1)
- Kent & Medway Economic Partnership (KMEP) Chairman (1)
- KMEP business representatives (4)* - (*see paragraph 13.6 for details of recruitment to this post*)
- Leader of Essex County Council (or their Cabinet Member alternate) (1)
- Essex Federated Board (EFB) Chairman (1)
- EFB business representative (1)
- Leader of Thurrock Council (or their Cabinet Member alternate) (1)
- Leader of Southend-on-Sea Council (or their Cabinet Member alternate) (1)
- Opportunity South Essex (OSE) Chairman (1)
- OSE business representative (1)
- Leader of East Sussex County Council (or their Cabinet Member alternate) (1)
- Chairman of Team East Sussex (1)
- Team East Sussex (TES) representatives (2)

13.5 This membership will be supplemented by five co-opted board members. The co-opted members of the SELEP Strategic Board from end of March 2020 will be as follows:

- District Council Leaders (or their Cabinet Member alternates) (2)
- Higher Education representative (1)
- Further Education representative (1)
- SELEP Third Sector representative (1)

SELEP will organise the recruitment of these 5 co-opts according to its own recruitment policy.

13.6 The selection process to be a **'KMEP business representative'** on the SELEP Strategic Board is as follows:

- The KMEP Secretariat sends an email to the KMEP board members from the private sector and its membership organisations. The email will be written in accordance with SELEP's recruitment policy. It will explain that a vacancy or multiple vacancies has/have arisen on the SELEP Strategic Board and asks interested board members from the private sector or membership organisations to nominate themselves by a fixed deadline.
- Following the deadline, the KMEP Secretariat will circulate the nominee(s)' names via email.
- The KMEP board members from the private sector and its membership organisations will be asked to vote by electronic procedure for their preferred representative(s). Please note a member cannot vote for themselves, and the voting statistics will remain strictly confidential, with only the names of the successful candidates shared following completion of the vote.
- The business member(s) with the greatest number of votes is granted the position(s). In the event of a tie, the KMEP Chairman is given a casting vote.

13.7 The duties of the SELEP Strategic Board members will be set out in SELEP's articles of association. From a local area perspective, the KMEP-nominated directors on the SELEP board are asked to:

- review with KMEP board members the SELEP board papers circulated in advance of a board meeting, to the extent these are capable of lawfully being shared with KMEP;
- consider and canvass the views of KMEP (whether the collective view of KMEP or the views of individual participants within KMEP) in advance of SELEP board meetings;

- reflect or represent those views to SELEP, arguing the case for KMEP's priorities alongside other nominees (from other areas) arguing the cases for their priorities; and/or
- vote at SELEP board in line with KMEP's priorities but only if those priorities do not conflict with the priorities of SELEP as a separate organisation.

KMEP acknowledges that SELEP directors are required to use all of their knowledge, skill and experience, howsoever obtained, when making SELEP board decisions. However, final decisions made by the SELEP board must be made primarily for the benefit of SELEP as a company separate from the members as well as the federated boards. If there is a conflict between the duty and loyalty owed by a KMEP-nominated director to KMEP and his or her duty and loyalty to SELEP then, his or her primary loyalty is to SELEP.

14. Induction and Succession Planning

14.1 When a new Member joins the KMEP Board, a formal induction will take place. This comprises:

- A meeting with the KMEP Chairman, KMEP Strategic Programme Manager, and the SELEP Managing Director (if available), who shall collectively explain the role of the local enterprise partnership and its federated boards.
- A written induction pack shall also be issued to the new Board Member; this document contains the SELEP Induction Pack, plus local information regarding KMEP.

14.2 The Chairman, two Vice-Chairmen and the KMEP Strategic Programme Manager will meet on an annual basis to discuss succession planning. At this meeting, they will:

- Identify key roles for succession planning;
- Define the competencies and motivational profile required to undertake those roles;
- Devise a plan of action, with a view to ensuring potential individuals receive primarily the right set of experiences in advance of key roles becoming vacant;
- Openly and broadly advertise the opportunities for business leaders to join the KMEP board on an annual basis as per the KMEP recruitment policy.

15. Conflicts of interests

15.1 A Register of Interests shall be held by the KMEP Secretariat and published online.

15.2 All Board Members and the KMEP Strategic Programme Manager are required to complete a Register of Interest (ROI) form, recording details of any relationship or other financial or personal interest which might conflict with their duties to KMEP and SELEP. All board members must take personal responsibility for declaring their interest. This should be evidenced by producing and signing their register of interest, and its publication on the website.

15.3 The ROI form has been designed by the Government and asks Board Members to record any interest relating to employment, directorships, significant shareholdings, land and property, related party transactions, membership of organisations, gifts and hospitality, sponsorships. Interests of household members are also considered.

15.4 New Board Members must, within 28 days of joining KMEP, notify the KMEP Secretariat of:

- any disclosable pecuniary interest relating to themselves or a spouse/civil partner/co-habiting partner.

- any non-pecuniary interest which KMEP has decided should be included in the register or which the Board Member considers should be included in order to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include any membership of any Trade Union.

15.5 Board Members shall review their individual register of interest before each board meeting. They must declare any relevant interest(s) at the start of each board meeting. The declaration of interest, and the actions undertaken by KMEP resulting from the declaration, will be recorded in the minutes of the Board meeting. Every six months, the KMEP Secretariat is to write to the Board Members to remind them to ensure that their register of interest is up-to-date and resign the document if it is accurate.

15.6 If an interest has not yet been entered onto the KMEP register, then the Board Member must disclose the interest at any KMEP meeting at which they are present, where they have a disclosable interest in any matter being considered, and where the matter is not a 'sensitive interest'. Furthermore, following any disclosure of an interest not on the KMEP register or the subject of pending notification, the Board Member is required to notify the KMEP Secretariat of the interest within 28 days beginning with the date of disclosure. A new declaration of interest must then be signed and placed on the KMEP website.

15.7 Should a Board Member have a pecuniary interest, in any matter being considered by the Board, then s/he shall: -

- (a) disclose the interest to the meeting and not take part in any consideration or discussion of the matter, or vote in any questions with respect to it, or discharge any function relating to the matter; and
- (b) unless the meeting invites him/her to remain, withdraw from the meeting.

This rule applies whether or not the pecuniary interest concerned is already set out in the Register of Interests.

15.8 However, the rule in 15.7 above does not apply where the interest concerned relates primarily to the general interest of any public-sector Member in his/her area of geographical responsibility, or to the interests of Kent and Medway as a whole.

15.9 These rules also apply to any Non-Voting Participant or alternate.

15.10 The KMEP Secretariat is responsible for ensuring that the SELEP Managing Director and the Accountable Body's Section 151 Officer are made aware of any changes to the Registers of Interest, or verbal declarations of interest made at the KMEP Board meetings. This information must be sent across from KMEP to SELEP within 2 days of notification.

15.11 The conflicts of interest policy shall apply to Board Members regardless of whether there is a formal meeting.

15.12 Board Members are encouraged to seek advice from the SELEP or KMEP Secretariat and the Accountable Body's Monitoring Officer if they have queries on the process to complete the Register of Interests.

15.13 Furthermore, by endorsing the Conflicts of Interest Policy, all Board Members agree to act in accordance with the SELEP Register of Interest Policy available at: <http://www.southeastlep.com/our-governance/our-policies>

16. Secretariat, minutes and agenda-setting 87

- 16.1 The Secretariat of the Board and the Partnership shall be carried out by Kent County Council.
- 16.2 The agenda for the Board meeting shall be agreed by the Chairman prior to circulation, following consultation with the Leaders of Kent County Council and Medway Council. An email will be sent by the KMEP Secretariat to Board Members calling for suggested agenda items at least a month before the meeting.
- 16.3 The meeting agenda and papers for the Board meetings shall be circulated to the Board and published online by the Secretariat five working days before each Board meeting.
- 16.4 Draft minutes of meetings of the Board shall be prepared by the Secretariat, shown to the Chairman, and published online within 10 working days after each Board meeting. The draft minutes will be approved at the next meeting of the Board. The final minutes of Board meetings will be published within 10 clear working days of being approved at the next Board meeting.
- 16.5 The KMEP Secretariat is responsible for ensuring that the SELEP Chief Executive Officer is informed of the dates of all KMEP meetings.
- 16.6 The KMEP Secretariat is responsible for creating and maintaining a log of KMEP engagement activities. In addition, the KMEP Secretariat is responsible for keeping records to demonstrate KMEP has met the compliance requirements, specified by the Government, which SELEP has chosen to delegate to KMEP.

17. Making recommendations

- 17.1 The Board does not have delegated authority to make decisions regarding the use of public funds. However, the Board may provide a strategic partnership view on priorities for, or the use of, public funds and may make recommendations to local and central government and their agents. This includes recommending a pipeline of projects seeking funding to the SELEP Investment Panel that has been prioritised on merit by KMEP in an open and transparent manner according to local strategic fit and the published arrangements.
- 17.2 In considering priorities and performance and in making recommendations, the Board shall at all times aim to reach consensus. Where consensus is not possible, the Board may set out majority and minority opinions.

18. Voting

- 18.1 The KMEP Board may vote on the following matters:
 - a) Variation to the Terms of Reference of ~~the Partnership and Board~~KMEP;
 - b) Termination of ~~the Partnership and Board~~KMEP
- 18.2 Determination of these matters shall require the support of at least 75% of Board members present at the meeting.
- 18.3 KMEP has the right to take an electronic vote on the matters listed in 18.1. Decisions taken by electronic procedure shall be recorded and published in the action tracker of the next set of KMEP board papers.

19. ~~Formal~~ Decision-Making & Section 151 Oversight

- 19.1 As paragraph 17.1 makes clear, KMEP provides recommendations to the South East LEP ~~and its Investment Panel~~ for its consideration. It does not make ~~formal~~ decisions on the allocation of funding – rather ~~formal~~ democratic decision-making is through the SELEP Accountability Board which makes all funding decisions (relating to Kent and Medway, and the other three federated areas).
- 19.2 The SELEP Accountability Board is also responsible for monitoring delivery of the capital programme and actively reviewing associated risks, informed by local area management information.
- 19.3 The SELEP Accountability Board is advised by the Accountable Body’s Chief Finance Officer (i.e. Essex County Council’s Section 151 Officer) and Monitoring Officer.
- 19.4 All funding allocated to the SELEP is transferred to the Accountable Body (Essex County Council) which is responsible for the proper use and administration of the funding, in line with any requirements set out in the respective grant determination letter sent by Government. The Accountable Body (Essex County Council) is not able to use this funding for its own purpose without a clear mandate from the SELEP Accountability Board.
- 19.5 All funding decisions made by the SELEP Accountability Board to approve funding for a specific project or programme must be supported with a robust Business Case which has been independently assessed. This impartial advice on the merits of project Business Cases is provided by SELEP Independent Technical Evaluator.
- 19.6 Full details are available in the SELEP Assurance Framework on:
- ~~• the role of the SELEP Accountability Board, which approves funding/spending decisions~~
 - the role of the SELEP Strategic Board, which sets and formally endorses a clear strategic vision and investment priorities, against which all decisions are judged
 - the role of the SELEP investment panel, which is tasked with assessing and performing final prioritisation of bids before submission to the government
 - the role of the SELEP Accountability Board, which approves funding/spending decisions
 - ~~• the role of the SELEP Strategic Board, which sets and formally endorses a clear strategic vision and investment priorities, against which all decisions are judged~~
 - the role of the Accountable Body, ~~and its agreement with the LEP~~
 - the role of the Accountable Body’s Section 151 Officer and how he/she ensures a clear line of sight of all decisions and provides financial advice
 - the role of the Independent Technical Evaluator, which provides due diligence
 - the agreed protocol for managing its capital programmes, funding streams, and any associated contracts (this includes dealing with any underspends as they emerge)
 - the method to assess and evaluate business cases and value for money before funding decisions are made,
 - ~~the~~ SELEP’s decision-making processes relating to ~~the~~ SELEP awarding public funds;
 - the SELEP-wide approach to capturing project outputs and outcomes,
 - ~~the~~ SELEP’s approach to risk,
 - ~~the~~ SELEP’s procedures to advertise calls for bids and projects openly, and the associated selection criteria and processes,
 - ~~the~~ SELEP’s processes for the transparent publication of financial information, and
 - the use of scrutiny and audit arrangements to monitor decision-making across ~~the~~ SELEP (including by KMEP), and monitor the achievements of ~~the~~ SELEP.

The latest version of the SELEP Assurance Framework can be accessed at: <https://www.southeastlep.com/good-governance/assurance-framework/>

19.7 Board Members and the KMEP Secretariat, by endorsing these terms of reference, are agreeing to comply this SELEP Assurance Framework.

20. Sub-groups

20.1 Two sub-groups support the KMEP Board; these are:-

- Kent and Medway Business Advisory Board
- Kent and Medway Skills Commission.

Details regarding these sub-groups can be found at www.kmep.org.uk

20.2 The KMEP Board may from time to time establish new sub-groups. In such circumstances, the terms of reference for any sub-group shall be approved by the Board, and placed on the KMEP website.

21. Transparency, Processing Personal Data, and Local Engagement

21.1 The Board will seek to operate in an open and transparent manner.

21.2 Meetings of the Board are open to the public, and notification of future meetings is publicised via the KMEP website (and those of partner organisations as appropriate). The link is <http://kmep.org.uk/meetings>

21.3 KMEP will ensure the following information is published on its own website (www.kmep.org.uk):

- (a) Its terms of reference
- (b) Membership
- (c) The calendar of future meetings will be listed on the last page of each KMEP's Board papers
- (d) All board papers and minutes (with the exception of any exempt items according to Schedule 12A of the Local Government Act 1972); and
- (e) The KMEP Register of interests
- (f) Contact details for KMEP
- (g) The terms of reference and membership of any KMEP sub-groups.
- (h) A map of projects funded in Kent and Medway by Her Majesty's Government via SELEP, including a brief project description
- (i) The Local Growth Fund delivery report will be routinely published as part of the Board papers pack
- (j) A published rolling schedule of projects funded, giving a brief description, names of the key recipients of funds/contractors, and the amounts by year.

21.4 The website will be linked to the SELEP website (www.southeastlep.com), where partners and the public can access supporting documentation for decision-making including:

- a) Forward plans
- b) SELEP agendas for forthcoming board meetings
- c) Agendas and minutes of SELEP's other federated boards (i.e. SE, OSE, TES)
- d) Reports and business cases
- e) SELEP minutes

- f) Summary of decisions of the SELEP boards, including the SELEP Strategic Board and SELEP Accountability Board
- g) SELEP's governance policies, including the SELEP Local Assurance Framework, which KMEP abides by.

21.5 The KMEP website will provide the opportunity for local engagement with and feedback to the general public about future strategy development and progress against delivery of the SEP, including key projects and spend against those projects and that this can be evidenced.

21.6 As stated in 16.6, the KMEP Secretariat is responsible for creating and maintaining a log of KMEP engagement activities to evidence the level of local engagement.

21.7 When a funding opportunity is announced (such as the Local Growth Fund or Growing Places Fund), KMEP will publish details on its publicly-accessible website, including how to submit a bid, and the prioritisation and appraisal criteria, with a view to ensuring that a wide range of delivery partners can be involved. A press notice on the new funding call will also be made, and each local authority will be asked to advertise the opportunity on their own local authority websites, and via the Councils' social media presence.

21.8 As well as openly announcing the funding opportunity, the KMEP Secretariat will consult and engage with the Business Advisory Board, and associated private-sector networks. This action will ensure the private sector has a strong role in developing and prioritising projects.

21.9 The Freedom of Information Act 2000 shall apply to Board papers and to records of the Board's discussions.

21.10 KMEP acts in accordance with the Data Protection Act and the General Data Protection Regulations when processing data. All Board Members, and local stakeholders that engage with KMEP, are asked to sign the KMEP privacy notice to show their consent to their data being used. The privacy notice sets out what personal data is held, how KMEP collects the data, how KMEP uses and may share information.

21.11 On branding, KMEP will ask its partners delivering capital projects to comply with the government's branding guidelines, and also show the SELEP and KMEP logos. KMEP will use its best endeavours to ensure local partners actively promote the SELEP priorities.

22. Definition of Confidential and Exempt Information

21.1 'Confidential' and 'Exempt' information will not be included in the publicly-accessible board papers. The following definitions will be used: -

22.2 Confidential information means information given to the Board by the Government on terms which forbid its public disclosure or information which cannot be publicly disclosed by virtue of a Court Order.

22.3 Where the whole or any part of a report for the KMEP meeting is not available for inspection by the public:

- (a) every copy of the whole report or the part of the report, as the case may be, must be marked "not for publication"; and
- (b) there must be stated on every copy of the whole or the part of the report:
 - (i) that it contains confidential information;

(ii) by reference to the description in Schedule 12A to the 1972 Act, the description of exempt information by virtue of which the decision-making body discharging the executive function are likely to exclude the public during the item to which the report relates.

22.4 The categories of exempt information are as follows:

- (a) Information relating to any individual.
- (b) Information which is likely to reveal the identity of an individual.
- (c) Information relating to the financial or business affairs of any particular person (including the authority holding that information), unless it is required that the information be registered under the Companies, Friendly Societies, Industrial and Provident Societies, Building Societies or Charities Acts.
- (d) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority of a Minister of the Crown and employees of, or office holders under, the authority.
- (e) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (f) Information which reveals that the authority proposes:
 - (i) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (ii) to make an order or direction under any enactment.
- (g) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

22.5 Information that falls within (a)-(g) above is exempt information if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

23. Public Questions

23.1 KMEP welcomes public interest in its business and has therefore adopted the following procedure for public speaking at KMEP Board meetings.

23.2 At the start of every Board meeting, there shall be a period of up to 15 minutes to enable members of the public to make representations.

23.3 A question may be allowed under this procedure only if it has been sent to and received by the KMEP Secretariat no later than three working days before the meeting. Questions should be sent to info@kmep.org.uk or by post to KMEP, 2nd Floor, Invicta House, Sandling Road, Maidstone, ME14 1XX.

23.4 Only one speaker will be permitted to speak on behalf of an organisation.

23.5 The speaker is allowed to ask the pre-submitted written question at the meeting. Any question must be asked within a 3-minute time limit. After the answer has been given the questioner may put one supplemental question in order to clarify a point given in the answer. No further questions may be asked.

23.6 Questions will be dealt with in the order in which they were received, except that the Chairman may group together similar questions. If the questioner is not present when called by the Chairman, the Chairman shall ask the next question.

23.7 Questions must not:

- Ask for information which has already been published in the Board report or is available on the KMEP or SELEP website.
- Be about something that is outside the responsibilities or powers of the Board
- Criticise the motives or personal character of any Board Member or employee, or is defamatory, frivolous, vexatious or offensive
- Is substantially the same as a question put to a meeting in the previous six months
- Will require the disclosure of confidential or exempt information
- Is already subject to separate appeal, adjudication, litigation, mediation or dispute resolution.

23.8 The Chairman can decide that a question shall not be asked or answered if it would not be in the public interest or on any other reasonable ground. If this occurs, notification will be given at the earliest opportunity in writing, and include reasons for the rejection.

23.9 Answers to the questions may be given by the most appropriate KMEP Board Member or by the KMEP Strategic Programme Manager, as designated by the Chairman. The KMEP Board Member or Manager, giving the answer, has discretion as to the content of the reply and how it is given. In particular, he/she may decline to answer in full if this would involve an unreasonable amount of work or cost, or be contrary to the public interest.

23.10 All oral answers to questions should be brief and relevant, with any detailed background or statistics given in writing following the Board meeting.

23.11 After the Board meeting, a copy of the question and answer will be appended to the draft minutes, and placed online in accordance with the rules regarding the publication of minutes.

23.12 Questions that have not been answered before the end of the 15 minutes allowed will not be called but all questions will be answered in writing. Any questions not asked during the 15-minute period will not be added to the online link in the minutes of the meeting.

23.13 Questions should relate to an item on the Board agenda, or mentioned within the Board minutes.

23.14 Any question may be withdrawn by the person submitting it at any time.

23.15 On arrival and before the start of the meeting, the person asking the question should register with the KMEP strategic Programme Manager, who will explain what will happen and show the questioner to the public seating area.

23.16 If the questioner requires someone to read the question for them, the Chairman will ask the question on their behalf, but the questioner must be present at the meeting.

24. Public Misconduct

24.1 If a member of the public interrupts a meeting or otherwise behaves irregularly, improperly or offensively, the Chairman, with the consent of the Board, may request that he/she leave the room or order that he/she is removed. In the event of a general disturbance, the Chairman, with the consent of the Board, may suspend the meeting or direct that the public

be excluded from it. No one so removed or excluded will be permitted to return to the meeting.

25. Annual Report and Annual General Meeting

25.1 The Board shall consider and approve an Annual Report, setting out the activities and membership of the Partnership and SELEP over the course of the year, and the anticipated focus for the year ahead. This shall be publicly available and disseminated widely.

25.2 The Partnership shall hold an Annual General Meeting, reporting on the Partnership's activities over the course of the year. This meeting is open to the public and any business to attend, and there will be a time-limited period for questions and answers from any attendees, so they can understand and influence the economic plans for the area.

26. Frequency of Board meetings

26.1 The Partnership Board shall meet at least 4 times per year. It may meet more frequently if business needs dictate, at the discretion of the Chairman.

26.2 Under normal circumstances, the KMEP board meetings will happen one to two weeks prior to the SELEP Strategic Board meetings, to allow time to pre-examine the SELEP board papers.

27. Termination of ~~KMEP~~the Board

27.1 The Board may decide to terminate the activities of ~~KMEP~~the Board and Partnership, subject to the provisions in set out in the section on voting.

28. Indemnity

28.1. Unless otherwise indemnified by the organisations of which they are representatives, Kent County Council shall indemnify the members of the Board in respect of all decisions made by the Board.

[Please note this indemnity section will be updated following SELEP's conversation with the Accountable Body on liability for SELEP members].

29. Variation to & annual approval of the Terms of Reference

29.1 The Board may decide to vary its Terms of Reference, provided the procedure in 'voting section' is followed.

29.2 In line with the National Assurance framework, the KMEP terms of reference, plus associated KMEP policies, will be reviewed on an annual basis.

30. Equality and Diversity

30.1 KMEP is covered by the general equality duty as set out within the Equality Act 2010. Accordingly all decisions taken by the Accountability Board will pay 'due regard' to:
(i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the act;

- (ii) advance equality of opportunity between people from different equality groups; and
- (iii) foster good relations between people from different equality groups.

30.2 KMEP will advertise all board vacancies for the business leaders openly and transparently to best represent the diverse communities and businesses served. In addition, targeted advertising will occur to help improve the representation of those with protected characteristics² on the board. (Please see appendix A for more details).

30.3 KMEP operates an open, transparent and non-discriminatory recruitment process for selecting business leaders to the board. Private-sector board members positions are open to all business leaders from all backgrounds to apply to. KMEP is committed to recruiting the very best candidates that most closely display the attributes and skills described in the role specification shown in appendix B. KMEP will work towards meeting the Government's target of 33% of board members being women by 2020, and rising to 50% by 2023 (specified in '*Strengthened LEPs*', published by the Government in July 2018). However, the success of achieving the Government's target will be reliant on the candidates from the protected characteristic groups coming forward with the appropriate skill-set, knowledge and experience, as detailed in the role specification.

30.3 The selection panel, tasked with recruiting KMEP business board members, will receive unconscious bias training materials prior to commencing the recruitment.

31. The Principles of Public Life

31.1 KMEP board members are required to maintain high standards in the way they undertake their duties. As a member they are a representative of the KMEP, and therefore their actions can have both a positive and negative impact on the way in which the KMEP is viewed by the public.

31.2 All board members are required to have regard to and to agree to act in accordance the Principles of Public life, known as the Nolan Principles, contained within the provisions of S.29(1) of the Localism Act 2011. The Nolan Principles are available to view at: <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

32. Code of Conduct

32.1 The Board Members and KMEP Secretariat will abide by the SELEP Code of Conduct, available at:

http://www.southeastlep.com/images/uploads/resources/Code_of_Conduct_for_LEP_Board_Members_draft_for_approval_010218.pdf

33. Training

33.1 The Chairman and KMEP Strategic Programme Manager will request corporate governance training from the South East LEP's Accountable Body on an annual basis.

34. Confidential Reporting of Complaints

² Protected Characteristics are defined by the Government as age, disability, gender reassignment, marital/civil partnership status, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

34.1 KMEP has made all attempts to ensure that it operates in a fully transparent and engaging way, with its business partners, press and members of the public. However, if a member of the public wishes to complain about a particular function of KMEP, this can be done in writing to the KMEP Secretariat c/o County Hall, Maidstone, ME14 1XQ.

34.2 The Board Members and KMEP Secretariat also agree to abide by the SELEP Confidential Reporting of Complaints Policy, which is available at:

[http://www.southeastlep.com/images/uploads/resources/Confidential reporting of complaints draft for approval 010218.pdf](http://www.southeastlep.com/images/uploads/resources/Confidential_reporting_of_complaints_draft_for_approval_010218.pdf)

34.3 The SELEP Confidential Reporting of Complaints Policy includes:

- A confidential means for third parties or the public to contact ~~the~~ SELEP, for example a secure website or secure form on ~~the~~ SELEP website.
- A contact within ~~the~~ SELEP who is responsible for dealing with confidential complaints.
- An outline of how third parties and the public can raise confidential allegations and concerns and
- An outline of how ~~the~~ SELEP will investigate and respond to confidential complaints, including reassurance that confidentiality will be maintained.
- Detail of how ~~the~~ SELEP will respond to anonymous allegations should be included.
- The Policy also outlines the information that complainants should provide when making a complaint.
- An outline of each of the stages of the complaints process with indicative timescales for each.

35. Whistleblowing Policy

35.1 The Board Members and KMEP Secretariat, by endorsing these terms of reference, agree to abide by the SELEP Whistleblowing Policy, which is available at:

[http://www.southeastlep.com/images/uploads/resources/Whistleblowing Policy draft for approval 010218.pdf](http://www.southeastlep.com/images/uploads/resources/Whistleblowing_Policy_draft_for_approval_010218.pdf)

36.2 KMEP will publish this whistleblowing policy on its own website, and has made Board Members, staff and contractors aware of the policy. A reminder about this Policy will be issued annually.

37. Gifts, Hospitality and Subsistence

37.1 SELEP and its federated boards are funded or supported through public funds and everyone's conduct is expected to be of the highest standard. It is essential that all individuals are seen to be open and honest in any dealings with outside individuals and organisations.

37.2 KMEP has no budget under its control, and therefore:

- The KMEP Chairman does not receive an allowance
- Board Members receive no expenses (i.e. travel payments, stationery, etc) from KMEP for attending the Board, although light refreshments (i.e. tea, coffee and biscuits) are provided at each board meeting. Board Members may receive expenses from their own organisation, and this will be recorded on their own websites in accordance with their organisation's rules.
- The KMEP Strategic Programme Manager is required to comply with the respective policies of his/her employing organisation.

- 37.3 In the interest of openness and transparency, all offers of hospitality over £50 in value made to a member, acting in his/her KMEP role, should be declared to the KMEP Secretariat, indicating whether it has been declined or accepted, within 28 days of receipt of the offer. The SELEP form should be used to capture the gifts or hospitality received/declined:
http://www.southeastlep.com/images/uploads/resources/SELEP_GiftandHospitalityDeclarationCaptureform-V1.pdf The register of declarations made will be published on the KMEP website.
- 37.4 Board Members that represent KMEP on the SELEP Strategic Board agree to comply with SELEP's gifts and hospitality policy, which is available at:
[http://www.southeastlep.com/images/uploads/resources/Subsistence and Hospitality Policy draft for approval 010218.pdf](http://www.southeastlep.com/images/uploads/resources/Subsistence_and_Hospitality_Policy_draft_for_approval_010218.pdf)

Recruitment of business leaders to the KMEP Board

[Please note the recruitment process does not apply to the [KMEP](#) co-opted board members].

Where the vacancies be advertised?

When KMEP has a vacant board seat available for a business leader, it will openly advertise the call for applications to the public via the following channels:

- The KMEP website (www.kmep.org.uk), where the role specification, application form, and application guidance will be hosted.
- The SELEP website (www.southeastlep.com) which will advertise the vacancies and redirect interested parties to the KMEP website.

In addition, the KMEP Secretariat will send a request to the following organisations to publicise and promote the opportunity through relevant press releases, communication channels and networking events:

- The 14 local authorities
- The Kent and Medway Business Advisory Board
- The Chamber of Commerce
- The Federation of Small Businesses
- The Institute of Directors, and
- The Confederation of British Industry (CBI)

Also, targeted promotion of the vacancy will run concurrently to seek business leaders that reflect their community's diverse make-up. The KMEP Secretariat will seek to advertise the opportunities at business forums, events or in specialist publications specifically aimed at candidates with protected characteristics.

When the vacancies be advertised?

- The opportunity to apply to become a private-sector board member will be published between October and December of each year.
- The selection panel will meet in early January of each year.
- Assuming successful recruitment, the new business leaders, recruited to the KMEP board, will commence their role at the first KMEP meeting of the year, that usually takes place in mid to late January.

Who will select the candidates and how?

Initially, the KMEP Secretariat will sift and shortlist all applications to ensure candidates meet the basic minimum requirements. These basic minimum requirements are:

- The candidate is a business or industry leader, for example is the Chairman, Owner, Chief Executive, a Senior Officer, Director, or Partner in a business.
- The candidate's firm operates in Kent and/or Medway
- The candidate has expressed a commitment to attend the KMEP board meetings and to become a member of the Kent and Medway Business Advisory Board.
- There is no significant conflict of interest or reputational concerns that could prejudice the operation of KMEP if the business leader were to become a board member.

A selection panel will be assembled to review the shortlisted applications, made up of:

- 1 x KMEP Chairman
- 2 x KMEP Vice-Chairmen
- 1 x Business Advisory Board Member
- 1 x KMEP Skills Commission Member/Skills Guild Chairman
- 1 x Kent Invicta Chamber of Commerce representation
- 1 x FSB representative
- 1 x Institute of Directors representative
- 1 x SELEP Secretariat representative
- 1 x KMEP Strategic Programme Manager

The SELEP Secretariat representative shall be the SELEP Director, or their selected alternate senior SELEP Secretariat member.

The recruitment of new KMEP business members is staggered so only half the private sector board members are recruited every year. If any of the KMEP selection panel members are applying to renew their KMEP term of office during this selection round, then they cannot sit on the selection panel for that round of recruitment due to their conflict of interest. They cannot name alternates due to their conflict of interest, rather the selection panel will comprise the remaining individuals listed above without a conflict of interest.

The KMEP Secretariat will share all application information with the selection panel electronically and arrange a meeting for the panel to convene. Panel members will be asked if they wish to invite individual candidates to the panel meeting for a short interview or simply review the application forms. The panel meeting will take place no more than 15 working days after the application closing date.

Panel members will be permitted to contribute to the meeting electronically if they are unable to attend in person. The meeting will be reconvened if fewer than three private sector members can attend.

In choosing new business members, the selection panel shall seek candidates that display the desired experience, knowledge, qualities and skills (which are set out in the role specification). In particular, the panel will seek to ensure a balanced representation of businesses reflecting the county's geography and the diversity of its business base in terms of size and sector. Consideration will also be given to associations with other locally/ nationally recognised business-representative bodies (including the Business Advisory Board), and to the overall diversity of membership in terms of the individual's protected characteristics.

The selection panel will aim to reach a consensus at the panel meeting. Should a vote be required then a majority ruling will suffice; in the event of a tie the KMEP Chairman on the selection panel will have the casting vote. If he is absent, the KMEP Vice-Chairman representative will have the casting vote.

The selection panel may choose at their discretion to convene a second panel meeting, such as in the event that a large number of applications are received and the panel wishes to further shortlist them and invite individual candidates back to a later interview.

The selection panel will only appoint business and industry leaders that it feels will best serve the aims and functions of KMEP, as set out in the KMEP Terms of Reference. Should the recruitment panel choose not to fill a vacancy, or if there is an insufficient number of applicants, then the vacancy shall be re-advertised according to the procedure described below.

The KMEP Secretariat will advise each candidate of the outcome of their individual application within ten working days of the selection panel reaching a decision. Successful candidates will be given induction information for both KMEP and SELEP, as described in the KMEP Terms of Reference, and be invited to the next scheduled KMEP Board meeting.

The KMEP Secretariat will advise the SELEP Secretariat of all changes to KMEP membership within ten working days of the selection panel reaching a decision.

Re-advertising a vacancy

In the event that a vacancy is not filled, either through the decisions of the selection panel or through an insufficient number of applicants, then the vacancy shall be re-advertised.

Prior to re-advertising, the KMEP Secretariat shall ask all current KMEP board members and BAB board members to recommend appropriate business contacts from their networks who they feel may be suitable for a position on the KMEP Board. The KMEP Secretariat shall contact the recommended individuals to encourage them to apply.

In re-advertising the vacancy, the full procedure for open calls described above is again followed. All potential candidates must apply through this same open, competitive process, including any business contacts recommended by existing business members.

Recruiting KMEP business board members mid-term

A business vacancy could arise 'mid-term' (such as when an existing business member resigns from the KMEP Board part-way through their two-year tenure). In that event when a new KMEP business member is appointed mid-term, their tenure is aligned to the existing two-year tenure period, i.e. rather than the new member serving a full two years, they will serve only for however many months remain of the current tenure, and be discharged at the end of that tenure alongside the existing KMEP business members.

If the mid-term vacancy arises and there is more than six months remaining of the original two-year tenure period, then the vacancy will be advertised as per the procedure listed above.

However, a mid-term vacancy does not need to be recruited to if fewer than six months remain of the original two-year tenure period.

Kent and Medway Business Advisory Board (BAB)

The KMEP business board member positions are open to any business to apply to; membership of the Kent and Medway BAB is not a condition of joining the KMEP board.

However, on becoming a member of KMEP, the business board member will be expected to join the Kent and Medway Business Advisory Board.

KMEP Board Member Specification for business & industry leaders

Being a Business Member

By taking part in KMEP (the local federated board of the South East LEP), Board Members are collectively able to input to and make key decisions which influence the Kent and Medway economy. The KMEP board brings together leaders from: business, business membership organisations, all the local councils, the Kent and Medway Universities, and the Further Education Colleges to act with one strong voice.

All members of the board bring their specialist experience, expertise and knowledge to help to drive forward economic growth in the area, by setting strategy and determining investment priorities, and work collaboratively to provide a strong, informed and independent voice for Kent and Medway to the Government at a national, regional and local level.

Business Members' specialisms include (but are not limited to) infrastructure, skills, industry, innovation, productivity and wellbeing.

As a board member representing business, it is essential that you are able to see the bigger economic picture and are keen to offer your advice and make decisions on topics which may not always directly impact on the day-to-day work of your business but will ultimately benefit the wider population of Kent and Medway by raising productivity and reducing inequality.

We seek a balanced representation of business leaders on the KMEP board, who can reflect the diversity of Kent and Medway's business sectors (particularly from the key sectors³), and the scale of local businesses (from large multi-nationals to SMEs, freelancers, and third sector businesses). We also seek business leaders to reflect the different geographical areas within Kent and Medway, and the different backgrounds that business leaders may have (e.g. young entrepreneurs of new start-ups to business leaders with years of experience).

Desired Experience, Knowledge, Qualities and Skills

- A confident and articulate business leader, who either owns or manages a business in Kent and/or Medway. Company Chairmen, Owners, Chief Executives, Senior Officers, Directors or Partners are welcome to apply.
- A business leader who can take a strategic view in understanding and influencing the economic growth agenda. You should be able to communicate your views clearly to help influence strategy in the best interest of the Kent and Medway residents.
- It is desirable for you to have an established reputation and public profile/network of contacts within the Kent and/or Medway area which directly relate to the ambitions of the region.
- Enthusiasm for driving forward economic growth in Kent and Medway & a strong desire to make a positive contribution.

³ The key sectors in Kent and Medway according to Locate in Kent in 2019 are: Creative & Digital, Food & Drink, Manufacturing, and Life Sciences/Healthcare.

- Integrity, transparency and accountability.
- Knowledge of the key opportunities and/or challenges facing Kent and Medway businesses and the economy, with ideas for how to achieve success.
- Ability to work effectively as a member of a team in which colleagues work co-operatively with each other, accepting collective responsibility. Good interpersonal, teamwork and negotiation skills are desired in potential board members. Also, having a history of partnership working and stakeholder engagement is desirable.
- Ability to consider and prioritise competing priorities and make appropriate well-informed investment decisions based on clear and transparent rationale.
- Successful candidates will ideally be able to display the ability to problem-solve, use their initiative, and have strong organisational skills.
- Successful candidates should value diversity and difference, and will be asked to abide by the Nolan's "Seven Principles of Public Life". These principles relate to acting with: 1) Selflessness, 2) Integrity, 3) Objectivity, 4) Accountability, 5) Openness, 6) Honesty and 7) Leadership.
- Bring a range of expertise to their role, for example a business leader, who is also a charity trustee, a school governor or leads a social enterprise as well.

Responsibilities of Business Members

- Support and influence the economic growth agenda in and around Kent and Medway.
- Actively contribute to the development of working groups and networks to ensure engagement of the wider business community.
- Act as an ambassador, promote and champion the work of the KMEP from the perspective of business.
- Contribute knowledge and expertise to illuminate the business issues facing the area, the strengths and opportunities and the initiatives which could be taken to drive business growth.
- Actively participate in Board meetings (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year). During board meetings, members will input into discussions from a business perspective, offer advice and assist in overall strategic planning for the Kent and Medway economy.
- Engage with the secretariat between meetings to offer advice, drive activity and progress the ambitions of the Board.
- Vote on key decisions, including matters where the board makes a recommendation or adopt an approach.

- Take an active role in the KMEP's sub-group entitled the Kent and Medway Business Advisory Board (BAB), including attendance at its bi-monthly meetings (which last typically 2.5 hours). [For reference, the Business Advisory Board (BAB) is a business-led forum which provides a 'sounding board' with the business community to review and reflect on economic strategy. The BAB is made up of 50 representatives from key sectors of the local economy. It meets bi-monthly and each meeting provides an insight from the business community in Kent and Medway on current trading conditions and experience of the local economy, on a sector by sector basis.]
- Members with a particular affinity to the skills agenda will have the opportunity to take an active role in the KMEP Skills Commission (KMEP's other sub-group).

Remuneration

- The post is not remunerated.

The KMEP Chairman shall be either a business leader or a representative from private-sector membership organisations.

The KMEP Chairman shall be elected by a simple majority of the 17 KMEP board members that are business leaders and private-sector membership organisation representatives at a vote that will take place every two years annually (or following the Chairman’s resignation mid-term).

Specifically, the recruitment process is:

- In late November each year, the KMEP Secretariat emails the existing 17 KMEP board members from the private sector and its membership organisations.
- The Secretariat asks these board members if they interested in becoming the KMEP Chairman.
- If they are interested in the opportunity, they are to alert the KMEP Secretariat by the 31 December at the latest.
- Once the selection of the new business board members has been completed (in early January), the Secretariat will circulate the nominees’ names via email.
- The KMEP board members from the private sector and its membership organisations will be asked to vote by electronic procedure, expressing their first and second preference for Chairman. Please note a member cannot vote for themselves, and the vote will remain strictly confidential, with only the name of the successful candidate shared following completion of the vote.
- The business member with the greatest number of first preference votes is granted the position. In the event of a tie, the second preference votes will be taken into consideration, and the candidate with the greatest overall number of votes will become the KMEP Chairman.

If no candidates put themselves forward for the role, the two KMEP Vice-Chairmen will be approached, and asked to consider taking on the position.

About the Board

The Kent and Medway Economic Partnership (KMEP) has a vital role to play in influencing and driving a visionary and forward-thinking economy. It acts as one of four federated boards for of the South East Local Enterprise Partnership (SELEP).

The board represents the following local authority areas: Ashford, Canterbury, Dartford, Dover, Folkestone & Hythe, Gravesham, Maidstone, Medway, Sevenoaks, Swale, Thanet, Tonbridge & Malling, Tunbridge Wells, but aims to have a strategic influencing role on wider functional economic area of SELEP where clear benefits are apparent.

It brings together leaders from business, business membership organisations, the local councils, the Universities, and the Further Education Colleges.

KMEP takes a leading role in driving forward strategic economic growth priorities for Kent and Medway; informing key decisions and providing a strong collaborative voice for the private and public sector to lobby for funding and unlock opportunities for the Kent and Medway economy.

Typical Responsibilities of the Chair

The Chair will be responsible for:

- Chairing the KMEP board meetings. (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year).
- Chairing the BAB board meetings. (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year).
- Approving minutes and setting meeting agendas within the timeframe of Federated Board governance.
- Working closely with the secretariat to progress the work of the board, oversee the work of the Business Advisory Board sub-group, and generally ensure the progress of the board’s work between meetings; this will require additional meetings⁴.
- Providing strong representation for KMEP in meetings with the SELEP Chairman and Deputy Chairman, and act as a conduit for information between KMEP and the SELEP Chairman.
- Providing representation for KMEP at the quarterly SELEP Strategic Board Meetings and other additional sub-groups as agreed by SELEP Board as part of their governance arrangements. Please note, at the time of writing SELEP is still in the process of incorporating as a legal entity and understanding its wider governance processes as part of this change.
- Developing a solution focused attitude at the board and fostering positive working relationships amongst Board members exemplifying Board member behaviour and input.
- Contributing relevant knowledge and expertise to illuminate the business issues facing the area, the strengths and opportunities and the initiatives which could be taken to drive business growth.

⁴ BAB meets bi-monthly and meetings typically last 2.5 hours. The agenda setting meetings occur before every KMEP board meeting, and typically last 1 hour. Other meetings may be arranged on an ad-hoc basis with the Secretariat, as the workload dictates.

- In liaison with the KMEP Secretariat, providing the SELEP Secretariat with clear and updated nominations for membership of the SELEP Strategic Board
- Supporting the KMEP board to act in accordance with the rules specified in KMEP's terms of reference.
- Championing KMEP and SELEP amongst the local business community and encouraging participation by other businesses in KMEP's activity (as appropriate).

About the Person

The Board is seeking an experienced business leader who is, engaging and dynamic and passionate about strengthening the future Kent and Medway economy for all. The Chairman will possess the following attributes:

Experience and Abilities

In addition to having the *desired experience, knowledge, qualities and skills* required of all KMEP business leaders⁵, KMEP seeks a Chairman that has:

- A successful track record operating as a leader in the private sector, understanding the challenges and areas of opportunity for innovative business growth.
- A proven track record of leading and providing focus and direction in meetings to ensure all views are considered, driving consensus in order to achieve outcomes. Proven ability to articulate and implement strategies and plans and to give passionate leadership to their execution.
- Ability to operate as a high-profile advocate for Kent and Medway and generate enthusiasm for the aims of the Board.
- Ability to lobby for the interests of the KMEP across the SELEP region and nationally, with a range of stakeholders.
- Ability to work effectively as a member of a team in which colleagues work cooperatively with each other, accepting collective responsibility.

Skills and Characteristics

- An engaging public speaker with presence, good communication skills and excellent interpersonal skills.
- Impartial, passionate and driven leader.
- Experienced political awareness.

Remuneration

The post is not remunerated.

⁵ These are listed in the Business Board Member Role Specification

Term	Acronym (where applicable)	Description
Accountable Body	None	An Accountable Body retains overall legal accountability for the investment of public funds. Essex County Council is the Accountable Body for public funds, that are passported through the South East LEP.
Branding Guidelines	None	The guidelines issued by the Ministry of Housing Communities and Local Government, which LEPs and partners must use when promoting projects via Local Growth Fund, Growing Places Fund, and any other UK Government funded projects.
Business and Industry Leaders	None	Individuals representing the private sector, for example is the Chairman, Owner, a Chief Executive, Senior Officer, Director or Partner in a business in Kent or Medway.
Cities and Local Growth Unit	CLGU	A division of staff in the Central Government's civil service. These staff work for the Ministry of Housing, Communities and Local Government, and are tasked with LEP liaison along with an extensive list of other duties.
Co-opted members	Co-opts	Board members who are chosen by the appropriate body to represent a specific area of interest or issue of consideration. These representatives are not elected / publicly recruited members, rather are directly appointed because of their level of knowledge and experience.
Federated Boards	Fed. Boards	The Federated Boards of SELEP are local public/private partnerships tasked with driving forward economic growth. There are four Federated Boards: Kent and Medway Economic Partnership (KMEP), Opportunity South Essex (OSE), SuccessSussex Essex (SE) and Team East Sussex (TES).
Freedom of Information request	FOI	The Freedom of Information Act 2000 provides the public with access to information held by public authorities.
Further Education	FE	Further Education is the post-compulsory secondary or pre-university education in the UK. FE courses typically focus on vocational or basic skills. There are now three groups that operate the various Kent and Medway FE Colleges. They are: North Kent College, Mid-Kent College, and East Kent College.
Growing Places Fund	GPF	A capital loan, awarded as a low or zero percent interest rate. This funding aims to tackle barriers to economic growth.
Growth Deal	None	Growth Deals provide funds (such as LGF) from the Government to LEPs for projects that benefit the local area and economy.

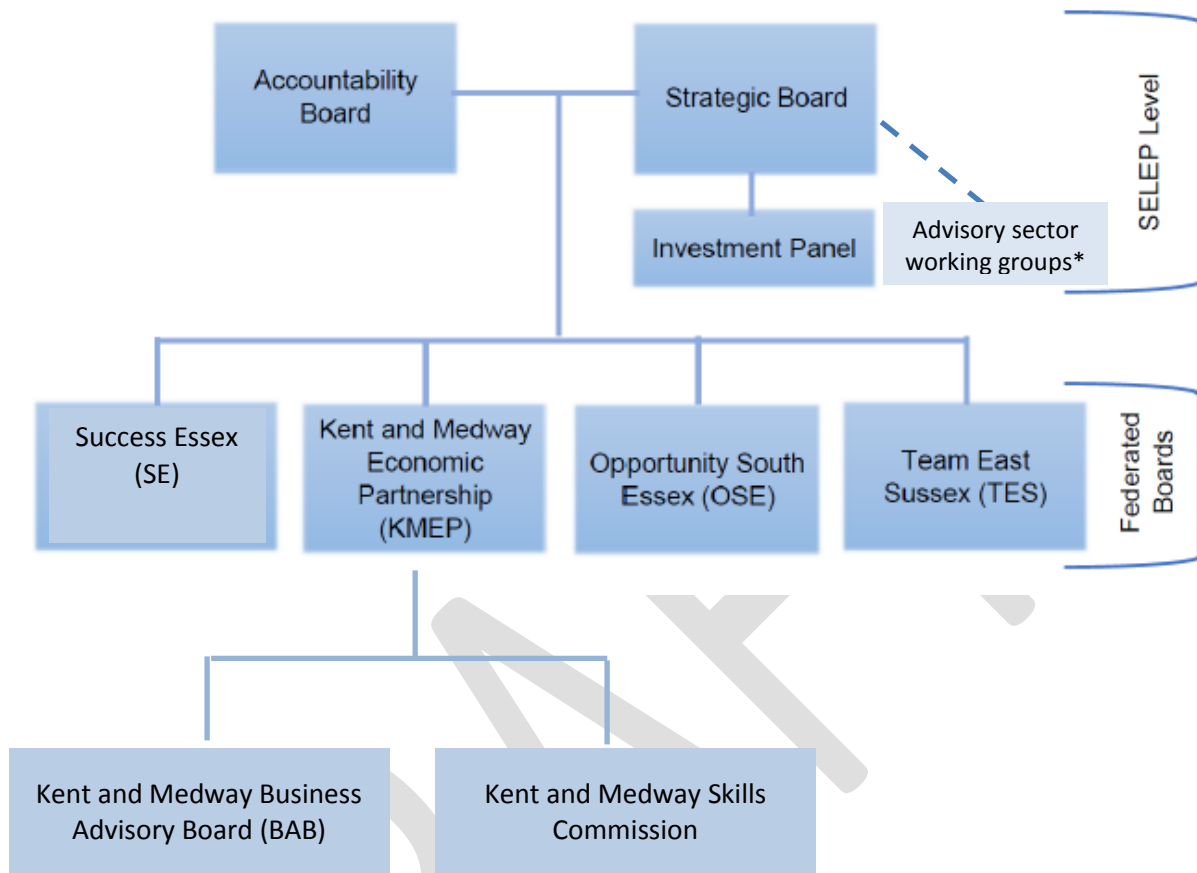
Growth Deal Period	None	The period in which Growth Deal Funding may be used, i.e. from 2015 to 2021. Any unspent Growth Deal funding is expected to be returned to the Government at the end of 2021.
Higher Education	HE	Education delivered by universities and other Higher Education Institutes. They offer a range of courses from undergraduate degrees to postgraduate courses, etc.
Independent Technical Evaluator	ITE	The consultant, on contract to SELEP, tasked with providing impartial technical advice to SELEP and local project sponsors on a project's value for money and deliverability. Presently, the SELEP contract is with Steer Group (www.steergroup.com).
Kent and Medway Business Advisory Board	BAB	The Business Advisory Board is a business-led forum which provides a 'sounding board' with the business community to review and reflect on economic strategy. The BAB is made up of 50 representatives from key sectors of the local economy. It meets bi-monthly and each meeting provides an insight from the business community in Kent and Medway on current trading conditions and experience of the local economy, on a sector-by-sector basis
Kent and Medway Economic Partnership	KMEP	<ul style="list-style-type: none"> • An unincorporated association that drives economic growth in Kent and Medway. • It brings together businesses, local authorities, universities and further education colleges. • Among its functions, it is a federated board of SELEP. • KMEP represents the following areas: the Districts of Ashford, Canterbury, Dartford, Dover, Folkestone & Hythe, Gravesham, Maidstone, Sevenoaks, Swale, Thanet, Tonbridge & Malling, Tunbridge Wells, and the Unitary Authority area of Medway.
KMEP Secretariat	None	The officer that supports the activity of the KMEP board. There is 1 officer undertaking this role currently. They are employed as the 'KMEP Strategic Programme Manager' by Kent County Council.
KMEP Skills Commission	None	A sub-group of KMEP. It seeks to provide a business voice to support local partners, that are working to raise skills attainment and residents' aspirations with regard to their careers.
LEP Network	None	A peer network for LEPs, whose purpose is to enable LEPs to discuss issues of shared importance as a sector, engage with Government, and share knowledge and good practice.

Local Authority	LA	Local councils, which is the most common type of local authority, are made up of councillors who are elected by the public in local elections. Local councils deliver a range of vital services for people and businesses in defined areas. Among them are well known functions such as social care, schools, housing and planning and waste collection, but also lesser known ones such as licensing, business support, registrar services and pest control.
Local Enterprise Partnerships	LEPs	Local Enterprise Partnerships are public-private partnerships between local authorities, businesses and educators. They were established at the request of the Coalition Government in 2010/11. They are tasked with driving forward economic growth and creating jobs.
Local Growth Funding	LGF	A capital grant for investment in capital infrastructure projects. This funding aims to support the delivery of jobs, homes, new learners and other economic growth objectives. The source of LGF is central government, and LEPs must competitively bid to receive an allocation of this funding.
Local Growth Projects	None	Projects which are all or part funded by Local Growth Funding.
Local Industrial Strategy	LIS	Local Industrial Strategies, co-designed by the LEPs with central government, are to capture the economic strengths and opportunities of an area and provide the long-term plan for how national and local partners can ensure they seize those opportunities. The LIS effectively replaces the Strategic Economic Plan.
Monitoring Officer	None	The Monitoring Officer is a member of staff employed by a council. The Monitoring Officer has the specific duty to ensure that the Council, its officers, and its elected Councillors, maintain the highest standards of conduct in all they do.
National Assurance Framework	NAF	The National Assurance Framework sets out central government's expectations relating to the governance and activities of a LEP. All LEPs must have a Local Assurance Framework that describes how it will meet locally the requirements specified by the Government in the NAF.
Nolan's Seven Principles of Public Life	None	The seven ethical principles expected of public office holders, including people who are elected or appointed to LEPs and to public office, both nationally and locally.
Opportunity South Essex	OSE	<ul style="list-style-type: none"> • A federated board of SELEP, tasked with growing the South Essex economy. • It is an informal public/private partnership. • The board represents the following local authority areas: the Districts of Brentwood, Basildon, Rochford, Castle Point, and Unitary Authority areas of Thurrock and Southend-on-Sea.

Pecuniary interest	None	A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain to the person, their business, or their spouse/partner/family.
Private Sector	None	The part of the national economy that is not under direct state control.
Private-sector Membership / Subscription Organisations	None	Legal entities that are membership or subscription organisations of a generic, sector-based or geographic-based nature and which represent and speak on behalf of the interests of private-sector businesses with their consent. These types of organisations include: <ul style="list-style-type: none"> • Trade Associations; • Chambers of Commerce; • Chartered Institutes; and • other professional membership bodies with a significant membership.
Protected Characteristics	None	The Equality Act identifies certain groups with characteristics that are protected by existing equality legislation. The Protected Characteristic are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.
Public Sector	None	The part of the national economy that is under direct state control.
Registers of Interest	ROI	All members of the KMEP and SELEP are required to complete a Register of Interests form, recording details of any relationship or other financial or personal interest which might conflict with their duties as a board member.
Section 151 Officer	S151	An officer appointed under section 151 of the Local Government Act 1972 which requires every Local Authority to appoint a suitably qualified officer responsible for the proper administration of its affairs (especially its financial affairs).
SELEP Accountability Board	None	The Accountability Board for the South East LEP provides the accountability structure for decision-making and approval of funding within the overarching vision of the SELEP Strategic Board. It is one of SELEP's three main boards, alongside the Strategic Board and Investment Panel. In March 2020, SELEP is due to be incorporated as a company limited by guarantee. <i><u>This glossary will be update at that time to reflect the changes to the SELEP structure and organisation.</u></i>

SELEP Investment Panel	None	<p>A sub-committee of the SELEP Strategic Board. The Investment Panel has responsibility for the prioritisation of projects following an approach agreed by the Strategic Board.</p> <p>It is one of SELEP's three main boards, alongside the Strategic Board and Accountability Board.</p> <p>In March 2020, SELEP is due to be incorporated as a company limited by guarantee. <i><u>This glossary will be updated at that time to reflect the changes to the SELEP structure and organisation.</u></i></p>
SELEP Local Assurance Framework	LAF	<p>The Assurance Framework reflects the expectations of Government with regard to LEP Governance and Operation, as set out in the revised National Local Growth Assurance Framework published in January 2019.</p>
SELEP Secretariat	None	<p>The officers that support the activity of the SELEP board. There are currently 15 officers and their positions are described at: https://www.southeastlep.com/about_us/meet-our-people/secretariat/</p>
SELEP Strategic Board	None	<p>The primary private/public partnership board within the SELEP structure. It is responsible for providing clear strategic direction and leadership.</p> <p>It is one of SELEP's three main boards, alongside the Accountability Board and Investment Panel.</p> <p>In March 2020, SELEP is due to be incorporated as a company limited by guarantee. <i><u>This glossary will be updated at that time to reflect the changes to the SELEP structure and organisation.</u></i></p>
SME	SME	Small and medium sized enterprises.
Social Value	None	Added economic, social or environmental benefits.
South East Local Enterprise Partnership	SELEP	<p>The South East Local Enterprise Partnership is one of 38 LEPs across the nation. It is a public-private partnership, that brings together businesses with local authorities, universities and further education colleges.</p> <p>It is tasked with driving forward economic growth, in Kent, Medway, East Sussex, Essex, Southend-on-Sea and Thurrock.</p> <p>Currently SELEP operates three main boards:</p> <ul style="list-style-type: none"> • SELEP Strategic Board • SELEP Investment Panel

		<ul style="list-style-type: none"> • SELEP Accountability Board. <p>In March 2020, SELEP is due to be incorporated as a company limited by guarantee. <i>This glossary will be updated at that time to reflect the changes to the SELEP structure and organisation.</i></p> <p>SELEP is, by far, the largest LEP in the country by population, once London LEP is excluded. To facilitate informed discussion of local economic development priorities over such a large geographical area, SELEP operates a federated board model. This is an essential and fundamental component of SELEP.</p> <p>The four local federated boards of SELEP are:</p> <ul style="list-style-type: none"> • Essex Federated Board (EFB) • Kent and Medway Economic Partnership (KMEP) • Opportunity South Essex (OSE) • Team East Sussex (TES) <p>In addition, SELEP has advisory working groups, focusing on specific sectors and themes.</p>
Strategic Economic Plan	SEP	A Strategic Economic Plan outlines the priorities, aims, and actions of an organisation to drive a more productive and prosperous economy for the area.
Success Essex	SE	<ul style="list-style-type: none"> • A federated board of SELEP, tasked with growing the Essex economy. • It is an informal public/private partnership. • The board represents the following local authority areas: The Districts of Uttlesford, Braintree, Chelmsford, Epping Forest, Maldon, Tendring, Colchester & Harlow.
Team East Sussex	TES	<ul style="list-style-type: none"> • A federated board of SELEP, tasked with growing the East Sussex economy. • It is an informal public/private partnership. • The board represents the following local authority areas: the Districts of Eastbourne, Hastings Lewes, Rother, and Wealden.
Third Sector	None	The part of an economy or society comprising non-governmental and non-profit-making organizations or associations, including charities, voluntary and community groups, co-operatives, etc.



*The SELEP advisory sector working groups are:

- Coastal Communities
- Clean Growth (Energy)
- ESIF Committee
- Growth Hub
- Housing and Development
- Rural
- Skills Advisory Panel, supported by the Skills Advisory Group
- Social Enterprise
- South East Creative Economy Network (SECEN)
- Tourism
- Transport
- U9

More details on these working groups are shown on the SELEP website.

ITEM 9

Date: 26 November 2019

Subject: Pre-examination of SELEP Strategic Board papers for 6 December 19

Explanation

A standing agenda item for KMEP is to allow time for the pre-examination of SELEP Strategic Board papers. Please see the separate attachment to view the SELEP Board Papers. There will be a representative of the SELEP Secretariat at the KMEP meeting to take any questions.

FOR INFORMATION ITEMS

FOR INFO ITEM A

Date:	26 November 2019
Subject:	Housing Infrastructure Fund: Update on Forward Fund bids for Medway Council and Kent County Council
Report authors:	Sunny Ee, Head of Regeneration Delivery, Medway Council Lee Burchill, Major Capital Programme Manager, Kent County Council Tom Marchant, Head of Strategic Planning & Policy, Kent County Council

Summary

This report provides an update on the Medway Council and Kent County Council proposals which were put forward as bids to the Housing Infrastructure Fund in March 2019. The Chancellor of the Exchequer, Sajid Javid, announced on 1st November 2019 that both bids for investment were successful.

The Board is recommended to:

- Note the update on the Swale Housing Infrastructure bid which has been successful in unlocking £38.1m.
 - Note the update on the Medway "New Routes to Good Growth" bid which has been successful in unlocking £170m.
-

1. Introduction

- 1.1 In July 2017, Sajid Javid, in his previous position as Secretary of State for Communities and Local Government announced that **£2.3 billion** of government funding will be made available to help deliver infrastructure to unlock future homes. An additional £2.7 billion was then announced in the Autumn Budget 2017.
- 1.2 Kent County Council, working closely with Swale Borough Council and following endorsement by the KMEP Board in September 2017, submitted an Expression of Interest in September 2017 to the Ministry of Housing, Communities and Local Government (MHCLG) seeking £38.1 million to deliver highway improvements in Swale. The two key junctions on the A249 in Swale were Key Street and Grovehurst Road, which would enable the delivery of over 6,000 planned homes in the period 2022 – 2031. Medway Council, submitted an expression of Interest to MHCLG seeking £170m, which focused on road, rail and environmental improvements, including better connections to the Hoo Peninsula.
- 1.3 On 21st March 2018, both Councils received confirmation from MHCLG that they were part of 44 areas shortlisted for the funding, with the next stage being the submission

of a full business case by the end of March 2019. Following submission of these full business case and after further due diligence by various Central Government departments, both Councils received confirmation on 1st November 2019 that they were successful and would receive the full funding allocation as illustrated in the attached links:

<https://www.gov.uk/government/news/infrastructure-revolution-to-unlock-thousands-of-new-homes>

<https://www.gov.uk/government/news/full-steam-ahead-as-infrastructure-revolution-advances>

2. Next Steps

- 2.1 In a letter received by both Medway Council and KCC from MHCLG, it has been stated that further liaison will take place between the organisations to carry out further due diligence on the schemes and to take the delivery proposals into contract, following acceptance of the funding conditions and Assurance Framework. The final release of the funding is subject to a Grant Determination Agreement (GDA) which is a process that can take 6 months or more depending on the complexity of individual HIF projects.
- 2.2 It is intended that the HIF bids will cover all expenditure relating to the design, planning, procurement and construction of the two projects. For the Swale project, Section 106 monies are also likely to come forward from associated developments in the area and when the HIF was originally launched, it was proposed that these contributions should be recycled within the local area to support housing delivery; a proposal that is supported by Homes England, MHCLG and Swale BC.

3. Risks

- 3.1 It should be noted that although this is a very positive funding announcement, at the time of this report, both Medway and KCC hadn't entered into any contract and further details are awaited from MHCLG. Therefore, the allocated funding has yet to be banked by either party and MHCLG have made it clear that funding is not secured until the GDA is signed and any money spent beforehand is spent at risk. Equally any existing funding should be retained in principle until the GDA is agreed and signed.

4. Scheme Options - Swale

- 4.1 A Project Working Group has been set up that meets regularly to discuss the progression of the Swale scheme and includes representatives from:
 - KCC Major Projects and Development Planning
 - Swale Borough Council – Planning
 - Highways England
 - A249 Route Management (Design, Build, Finance and Operate)
 - Consultants from Steer, Sweco and Systra

Key Street

- 4.2 Two options were identified as being total or partial signalisation of the roundabout in conjunction with introduction of a new southbound slip road which would intersect with a roundabout on Chestnut Street, serving the proposed development of the adjacent land.
- 4.3 Testing of the options showed that the full signalisation of the roundabout would not achieve acceptable traffic flows or capacity. Partial signalisation (the north bound off slip) achieves much improved flows both now and in the future and as such, has been identified as the preferred option for this location.

Grovehurst Road

- 4.4 There have been 3 options under consideration:
- Construction of a new gyratory including a new overbridge, extensions to the A249 slip roads and complete removal of the existing “dumbbell” roundabout arrangement.
 - Enlargement of the existing roundabouts and adjustments to the associated local road network/A249 slip roads.
 - Removal of the “dumbbell” roundabouts and replacement with a fully signalised junction along with associated amendments to the local road network and A249 slip roads.
- 4.5 Previous testing and analysis demonstrate that the signalised junction simply does not provide any increased capacity or improvements to traffic flows. The enlargement of the existing roundabouts as per bullet point 2 above, whilst potentially much cheaper, would not operate to the same level, providing reduced capacity and traffic flow.
- 4.6 The new gyratory was therefore selected as the option to take forward within the Business Case. Modelling has shown that this demonstrates the best solution to support the planned increase in development and also addresses the known congestion issues.

5. Scheme Options – Medway

- 5.1 The road improvements in Medway will improve traffic flows and address congestion along the A228, and specifically at Four Elms roundabout and Hill. A new road is being designed which will be part of the existing Woodfield Way Ministry of Defence (MoD) road (with a new junction planned for the A289 Wainscott bypass). Rail will see a new station at Sharnal Street with peak trains initially serving commuters to London as well as off peak journeys to the Strood, Rochester and Chatham. The environmental enhancements will create a network of large open spaces of high wildlife value. These sites will also provide a space for people to walk, cycle, recreate and play sport – all within a landscape opening up new views across the Peninsula and Medway estuary.
- 5.2 The LGF3 A289 project includes improvements to the connecting roundabouts from the Medway tunnel London bound, in particular Four Elms Roundabout which is crucial in terms of access and egress to the Hoo Peninsula. Given the proximity and importance of the A289 works to the success of the HIF proposal the Council included the project in the HIF bid with it clearly being preferable that if the HIF bid was successful the A289 would be paid for and managed within one funding stream rather

than two. This would allow the remainder of the A289 project to be funded from the HIF, enabling a return of the remaining committed LGF3 funding of circa £8.7m to the wider SELEP funding pot.

5.3 An approach reflecting the above was agreed with the SELEP.

6. Conclusion

6.1 KCC and Medway will continue working with partners on progressing these schemes at pace to ensure work can start as soon as possible.

6.2 A future update will be provided to the Kent & Medway Economic Partnership Board on progress with the schemes that have received funding.

7. Recommendations

7.1 The Board is recommended to:

- Note the update on the Swale Housing Infrastructure bid which has been successful in unlocking £38.1m.
- Note the update on the Medway "New Routes to Good Growth" bid which has been successful in unlocking £170m.

FOR INFO ITEM B

Date: 26 November 2019

Subject: Transport for the South East's Draft Strategy

Cover Note

Transport for the South East (TfSE) is consulting on its draft Transport Strategy.

This draft TfSE Strategy has been circulated as a separate attachment to KMEP Board Members, and is also available to view at:

<https://transportforthesoutheast.org.uk/wp-content/uploads/2019/10/TfSE-Draft-Transport-Strategy.pdf>

The TfSE consultation is due to close on at 11.59pm on **10 January 2020**. The consultation questionnaire for completion is available at:

<https://transportforthesoutheast.org.uk/wp-content/uploads/2019/10/TfSE-Consultation-Questionnaire- final.pdf>

The KMEP board is asked if it would wish for a consultation response to be formulated on KMEP's behalf. Due to timing, this consultation questionnaire would require sign off by electronic procedure.

FOR INFO ITEM C

Subject: Future meeting dates of the KMEP Board

KMEP Board Meeting Dates

The meetings below are from 5:00 – 7:00 pm

- Tuesday 28 January 2020 - Larkfield & Thurnham Room, Hilton Maidstone
- Tuesday 17 March 2020 - Larkfield & Thurnham Room, Hilton Maidstone

The proposed time for the meetings below are from 4:30 – 7:00pm

- Wednesday 3 June 2020 – venue tbc
- Wednesday 23 September 2020 – venue tbc
- Wednesday 2 December 2020 – venue tbc
- Wednesday 3 February 2021 – venue tbc

SELEP Strategic Board Dates

The SELEP Strategic Board Meetings dates are:

- Friday 6 December 2019
- Friday 31 January 2020
- Friday 20 March 2020
- Friday 12 June 2020
- Friday 2 October 2020
- Friday 11 December 2020
- Friday 19 March 2021

All meetings will be held at High House Production Park and start at 10:00am. Kent LEP team will meet at the usual time of 09:00 – 10:00am.

SELEP Accountability Board

- Friday 14 February 2020
- Friday 15 May 2020
- Friday 3 July 2020
- Friday 18 September 2020
- Friday 20 November 2020

All meetings will be held at High House Production Park and start at 10:00am

SELEP AGM

Wednesday 24 June 2020 (AGM), venue tbc